STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
Office of Information Technology

RFP # 201206336

Managed Service Provider for IT Staff Augmentation Services

RFP Coordinator: Kevin Scheirer, Director of Special Projects
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From the time this RFP is issued until award notification is made, all contact with the State regarding this RFP must be made through the aforementioned RFP Coordinator. No other person / State employee is empowered to make binding statements regarding this RFP. Violation of this provision may lead to disqualification from the bidding process, at the State's discretion.

Bidders' Conference:
Tuesday, July 10, 2012, 9:00 a.m. – 10:30 a.m local time, Conference Call – Information will be updated by July 5, 2012, in the legal ad on the Division of Purchases website
http://www.maine.gov/purchases/venbid/rfp.shtml and sent to all RFP requestors.

Deadline for Submitted Questions: Friday, July 13, 2012, 5:00 p.m. local time

Proposals Due: Tuesday, August 7, 2012, not later than 2:00 p.m. local time

Due to:

Division of Purchases
Burton M. Cross Building, 4th Floor, 111 Sewall Street
9 State House Station, Augusta ME 04333-0009

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State of Maine
DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
Office of Information Technology

Managed Service Provider for IT Staff Augmentation Services

The State of Maine Department of Administrative and Financial Services, Office of Information Technology is seeking a requirement for a managed service provider (MSP) that will deliver time and materials IT staff augmentation services. In accordance with State procurement practices, the Department is hereby announcing the publication of a Request for Proposals (RFP) # 201206336 for the purchase of the aforementioned services.

A copy of the RFP can be obtained by contacting the Department's RFP Coordinator for this project: Kevin Scheirer, Director of Special Projects. The RFP Coordinator can be reached at the following email address: kevin.scheirer@maine.gov. The Department encourages all interested vendors to obtain a copy of the RFP and submit a competitive proposal.

Bidders' Conference:
Tuesday, July 10, 2012, 9:00 a.m. – 10:30 a.m local time, Conference Call – Information will be updated by July 5, 2012, in the legal ad on the Division of Purchases website
http://www.maine.gov/purchases/venbid/rfp.shtml and sent to all RFP requestors.

Proposals must be submitted to the State of Maine Division of Purchases, located at the Burton M. Cross Office Building, 111 Sewall Street, 4th Floor, 9 State House Station, Augusta, Maine, 04333-0009. Proposals must be submitted by 2:00pm, local time, on August 7, 2012. Proposals not received at the Division of Purchases' aforementioned address by the aforementioned deadline will not be considered for contract award.

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State of Maine - Department of Administrative and Financial Services, Office of Information Technology
RFP # 201206336
Managed Service Provider for IT Staff Augmentation Services

PART I   INTRODUCTION

A.   Purpose and Background

The Department of Administrative and Financial Services, Office of Information Technology ("Department") is seeking proposals for a managed service provider (MSP) that will deliver time and materials IT staff augmentation services in an end to end technology solution as defined in this Request for Proposals (RFP) document. This document provides instructions for submitting proposals, the procedure and criteria by which the Provider will be selected, and the contractual terms which will govern the relationship between the State of Maine and the awarded Provider.

The Department is seeking an MSP solution that will manage and administer a supplier network, a vendor management system, and the IT staff augmentation process. It is the Department's intention that the MSP will provide cost savings and process improvement benefits to the Department while providing a high level of quality candidates for job titles listed in Appendix B - Job Titles and Descriptions.

The Department has provided Appendix C – Current Contract Utilization, to show the number of hours billed by job title and skill category. Appendix C also contains vendor utilization which shows the number of engagements for vendors in the network. Appendix D contains the desired work flow process for agencies to engage IT staff augmentation candidates.

The Department has had an MSP program for time and materials IT staff augmentation since June 2010, with its current vendor Computer Aid, Inc. Please refer to http://maine.compaid.com and http://www.maine.gov/purchases/contracts/infotechstaffaug.shtml for more information about this program.

B.   General Provisions

1. Issuance of this RFP does not commit the Department to issue an award or to pay expenses incurred by a Bidder in the preparation of a response to this RFP. This includes attendance at personal interviews or other meetings and software or system demonstrations, where applicable.
2. All proposals should adhere to the instructions and format requirements outlined in this RFP and all written supplements and amendments (such as the Summary of Questions and Answers), issued by the Department. Proposals are to follow the format and respond to all questions and instructions specified below in the "Proposal Submission Requirements and Evaluation" section of this RFP.
3. Bidders shall take careful note that only materials offered in the proposal, information provided through interviews (if any), and internal Departmental information of previous contract history will be criteria for award consideration. The proposal shall be signed by a person authorized to legally bind the Bidder and shall contain a statement that the proposal and the pricing contained therein will remain valid for a period of 180 days from the date and time of the bid opening.
4. The RFP and the selected Bidder's proposal, including all appendices or attachments, will be incorporated in the final contract.
5. The content of all proposals, correspondence, addenda, memoranda, working papers and other medium which discloses any aspect of the Request for Proposals process shall be considered public information when the award decision is announced. This includes all proposals received in response to this RFP,

both the selected proposal(s) and the proposal(s) not selected, and the information in those proposals that a Bidder may consider proprietary in nature. Therefore, the State makes no representation it can or will maintain the confidentiality of such information. The act of submitting a proposal to the State shall be construed as understanding and acceptance of this public information disclosure requirement.

6. The State, at its sole discretion, reserves the right to recognize and waive minor informalities and irregularities found in proposals received in response to this RFP.

C. Eligible to Submit Bids

Private corporations are invited to submit bids in response to this Request for Proposal.

D. Contract Term

The Department is seeking a "best-value" proposal to provide services, as defined in this RFP, for the anticipated contract period defined in the table below. Please note that the dates below are estimated and may need to be adjusted in order to complete all procedural requirements associated with this RFP and the contracting process. The actual contract start date will be established by a completed and approved contract.

Contract Renewal: Following the initial term of the contract, the Department may at its discretion exercise optional contract renewal periods for up to four additional years.

The term of the anticipated contract, resulting from this RFP, is defined as follows:

Period	Start Date	End Date
Initial Period of Performance	10/1/2012	9/30/2014
Renewal Period #1	10/1/2014	9/30/2015
Renewal Period #2	10/1/2015	9/30/2016
Renewal Period #3	10/1/2016	9/30/2017
Renewal Period #4	10/1/2017	9/30/2018

E. Number of Awards

The Department anticipates making one award as a result of this RFP process.

PART II   SCOPE OF SERVICES

A.   Required Services & Expectations

The Department is seeking a qualified vendor that will provide an MSP solution to manage the time and materials IT staff augmentation program. The MSP will manage a supplier network that will meet all of Maine's time and materials IT staffing requirements. The Department is seeking a <u>supplier neutral, not-to-exceed (NTE) price rate card</u> MSP model in which the selected MSP will manage the candidate sourcing and ongoing administration of the program. The MSP should provide a full services model which will include but not be limited to an on-site manager, consultation with Department staff, managing and mentoring of the supplier network, and flexible candidate screening process. The MSP will utilize a Vendor Management System (VMS) to automate and support the IT staff augmentation lifecycle and to provide standard and customized reports to the Department.

B.   MSP Model Requirements

Please respond to each MSP model requirement with an individual high-level response (the functional/technical requirements found in Section C will require a more detailed response).

1) Please provide a general description of your MSP solution. Describe the core components of the solution you are proposing. In addition, describe how your model is scalable and flexible to meet unique agency needs.

2) Provide a detailed explanation of how you will supply candidates for all job titles listed in Appendix B. This should include a complete step-by-step description of the process that occurs once a need is identified to the on-site manager, through the on-boarding and timekeeping process. Include how an on-site manager would be part of the process of drafting and refining requirements. Describe in detail the screening process that the onsite manager or account team undergoes after receiving resumes through the VMS. <u>The automated VMS process should be detailed in Section VII</u>, but the manual process of screening and understanding candidate quality and ability to perform the requirements of the position should be detailed here. Provide examples and metrics from similar size and job market programs where candidate sourcing is successful.

3) The Department expects that the MSP will utilize suppliers as a significant source for requested candidates. Describe your experience managing a supplier network. The Department currently has a large open supplier network. Propose a plan that would (1) establish a tiered structure to the network based on a variety of metrics including supplier performance and economic impact in the State of Maine, (2) reduce the number of suppliers in the network, (3) establish a limited, periodic enrollment with criteria and time period, (4) include an exception process for supplier limited enrollment, (5) mitigate layers of subcontracting, and (6) facilitate the managing and mentoring of suppliers. This plan must maintain resources working on existing engagements at contract inception, sustain a supplier network that will put forward quality candidates for high demand job titles and unique requirements, and foster an open relationship between suppliers and the Department. The tiered structure of the network will be utilized by releasing requirements to the first tier and then to subsequent tiers. The Department reserves the right to change the proposed criteria and time period for limited, periodic enrollment.

4) The Department requires the MSP to provide a Vendor Management System (VMS). Provide a general description of the VMS tool that is proposed. What role does the VMS tool play in the proposed MSP model? Include a high-level description of its functionalities. Are you a value added re-seller of the proposed VMS solution? What sets your VMS tool apart from others that are available?

5) Describe how you would develop and maintain a partnership with Maine. It is expected that the MSP's on-site manager will be key in the partnership. Provide a plan that includes an on-site

manager who will learn about Maine's core technologies and agency projects. Describe how the on-site manager will work with hiring managers.

6) The Department expects that the MSP will be proactive in proposing changes, if needed. Provide examples of other programs where you proactively proposed changes to improve performance metrics and overall program function. We expect our MSP program to grow and mature. How will you adjust your solution to meet our needs?

C. Functional and Technical Requirements

Please address each requirement individually with a detailed response.

I. Implementation

1. The Department requires that the implementation plan for the proposed solution be developed by the MSP and approved by the Department. The following is a list of what the implementation plan must include but is not limited to:

   A. The implementation team that will be dedicated to the Department (remote and on-site) during implementation. These representatives should have extensive knowledge of IT industry trends and best practices. Submit resumes for the team members who will be assigned to the Department. If team members will be assigned upon award, supply the resumes of potential team members. The Department reserves the right to approve assigned team members based on resumes or interviews.

   B. A plan for resources who are working under existing engagements with the Department and our current MSP.

   C. A rollout plan for the VMS tool.

   D. A plan for information, data, and knowledge transfer from the current MSP, if necessary.

   E. Designated deployment (go-live) dates.

   F. Monitoring and tracking of progress throughout the entire implementation phase.

   G. The solution should be deployed within a 60 day timeframe.

   H. Discovery sessions with subject matter experts from all agencies that use the program must be conducted.

   I. All users must be trained in the use of the new program by the MSP prior to "go live". Training should include developing requirements with the on-site manager, use of the VMS tool, and other program functions.

II. General Solution Functionality

1. The job titles and descriptions listed in Appendix B - Job Titles represent the skills required at the time this RFP was issued. Do you have the ability to provide candidates for all Job Titles and Descriptions listed in Appendix B? Provide the number of resources (in a table format) in each job title (or similar job titles) you have supplied in a single program in calendar year 2011. You may use a combination of programs if no single program is representative. The table may be supplied as an attachment to your proposal.

2. As new technologies emerge, the Department expects that specific skills sets and technical needs will change. The Department reserves the right to update the job titles and position descriptions found in Appendix B. The MSP will monitor the changing technology environment and inform the Department of current status and any proposed changes. Describe your ability to monitor the current technology environment and/or propose changes based on current market conditions.

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3. The Department requires the MSP to meet with the Division of Purchases and Office of Information Technology (OIT) on a quarterly basis on-site (or upon request) to present reports showing, but not limited to the following:

    a. Contract Utilization

    b. MSP Performance

    c. Supplier Network

    d. Market Trends

    Describe how you will provide the Department with information about the IT staff augmentation program in quarterly meetings.

III. **Operations**

1. The Department requires a qualified team to manage the relationship between the Department and the MSP, and the MSP and the supplier network. These team members should have extensive knowledge of IT industry trends and best practices. Identify the team members who will be assigned to the Department and submit resumes for any members who are not part of the implementation team. If team members will be assigned upon award, supply the resumes of potential team members. The Department reserves the right to select or reject assigned team members based on resumes or interviews. Explain how you will meet this requirement.

2. Any changes to this account team must be approved by the Department a minimum of 10 business days in advance. The Department reserves the right to request changes in the account team if performance is not satisfactory. Does the proposed solution meet this requirement?

3. The Department requires that an on-site manager will be provided as part of the MSP solution, Monday to Friday, 8 a.m. to 5 p.m. local time. Account management staff should also be provided during the same time frame to assist the Department in creating reports, addressing VMS issues, and providing backup to the onsite manager. Explain how the proposed solution will meet this requirement.

4. The Department requires the solution to provide VMS helpdesk services to the Department and suppliers (8 a.m. to 5 p.m., local time for any US time zone). Does the proposed solution meet this requirement?

5. The Department requires that the proposed solution include administrators who have access to the entire approval and supply chain. Does the proposed solution meet this requirement?

6. The Department requires the MSP to administer state and federal background checks. Does the proposed solution meet this requirement?

7. As part of your Solution, can you track if a resource is a W2 or 1099 contractor, or is eligible to work under an H1-B, L1 Visa, or I-9?

8. As part of determining eligibility to work, does your Solution use E-Verify? If not, explain how you verify eligibility to work in the U.S.

9. The Department requires that the proposed solution ensure that selected candidates are properly trained on any VMS requirements, such as appropriate time entry systems. Does the proposed solution meet this requirement?

10. The MSP will relieve the Department of issue management and resolution responsibilities with resources and suppliers. Explain how you will meet this requirement.

11. The Department requires that a standard communication process be developed for issue management and resolution, including specific points of contact for escalating issues. Explain how you will meet this requirement.

12. The Department requires the MSP to provide a plan for managing peaks and valleys in demand for resources. Explain how you will this requirement.

IV.   Supplier Network and Candidate Sourcing

1. The Department requires that the MSP will not be biased towards participating suppliers and that the MSP objectively manage the program. Explain how you will meet this requirement.

2. Do you require all suppliers within the network to have a signed agreement?

3. The Department requires the option to provide input to the supplier agreements. Do you support this requirement?

4. The Department requires that the MSP at a minimum, hold quarterly metric meetings with its supplier network to update the supplier network on contract information and performance. The MSP must notify the Department when these meetings will occur, at least five (5) days prior to the date of the meeting, and the Department reserves the right to attend. Does the proposed solution meet this requirement?

5. The Department requires the solution to provide a process for the removal of any supplier, candidate, or contractor, including any affiliated company, from the Department's network list for unsatisfactory performance and upon request by the Department. Explain how you will meet this requirement.

6. Demonstrate your ability in other programs to make prompt payments to suppliers.

7. The Department expects that all suppliers will be notified of all requisitions that are released to the tiered supplier network, and it is required that all suppliers in the network have a fair and equitable opportunity to provide candidates to the Department. How will you ensure that all vendors in the network will be notified of all requisitions?

8. The Department requires an off program exception process for handling named resources, rate exceptions, or other exceptions. For all exceptions, the Department will have final approval. Does the proposed solution meet this requirement?

9. The Department currently requires a 4 day response time for candidate submittals from the MSP. Assuming the response time starts when the Department submits a requisition to the MSP, what is your average time across similar size and business sector programs for providing candidate resumes to the Department? Provide details with current year data.

10. The Department requires that the MSP have a mechanism in place so that candidate submittals do not identify the supplier, allowing the hiring manager to select candidates based on fit for the position, availability, and cost. How will you meet this requirement?

11. The Department expects the MSP to understand that the Department's hiring managers in some cases may prefer to be provided all resumes submitted by suppliers to determine the best fit for the position. How will the MSP meet this requirement?

12. The Department requires the MSP to coordinate and facilitate the candidate interview process with the Department. Explain how you will meet his requirement.

13. The Department expects that there will be a process or procedure in place to address situations that occur when the selected candidate(s) do not arrive at the worksite or cancel the engagement. Explain how the MSP will handle these types of situations.

14. The Department expects that the MSP will assist with the process of engagement extensions prior to the end date of the engagement. Explain how you will assist the Department and process engagement extension requests.

15. The Department requires that the MSP and/or supplier will be responsible for all employment related issues such as pay benefits, discipline, performance, employee relations, and termination. Explain how this requirement will be met.

16. Does your MSP model track the individual contracted worker tenure with the Department across multiple engagements, which may be continuous?

V.   Control and Oversight

1. The Department expects the MSP to document the Department's processes and policies, and to automate them using the VMS to ensure compliance. Explain how the proposed solution will meet this requirement.

2. How does your solution support continuous process improvements which may include using surveys and/or evaluations?

3. The Department requires visibility and transparency into all transactions recorded by the VMS, including all MSP, Department, and vendor related transactions. Explain in detail how you will meet this requirement. Provide examples and sample screen shots.

4. The Department requires the MSP solution to provide regular benchmarking and trend analysis for local IT labor market rates. Does your solution meet this requirement?

5. At the Department's discretion the MSP may be required to perform a labor market rate review for all or some of the Job Titles in Appendix B. Explain how the market rate review would be done. If the Department determines that an NTE bill rate change is required, explain how that change would be implemented and how long it would take to implement. The Department may choose to implement an NTE bill rate change for all or some engagements and for all or only specific job titles.

6. The Department requires the MSP to track and report on candidate and supplier performance. Can the proposed solution track and report on candidate and supplier performance? Please provide examples of candidate and supplier tracking and reporting mechanisms.

7. The Department requires the MSP to supply the following list of reports on a regular, automated basis. Please indicate with a yes or no response if you can provide these reports. Provide a sample report for each positive response.

    A. Candidate Reports (roll-off, engagement funding balance)

    B. New Engagement Reports

    C. Supplier Comparison Reports

    D. Billing Reports (weekly & monthly)

    E. Timecard Reports

8. In addition to the reports in question 7, the Department requires the MSP to configure and supply other standard and ad-hoc reports. Automatic delivery of these reports should be available to the contract administrator, hiring manager, and other contract users. Explain how you will meet this requirement. Provide a list and examples of all the standard reports (except for the reports provided in question 7) your solution provides. All report lists and examples can be provided as an attachment.

9. The Department expects that report data can be exported for use in other applications (such as Microsoft Office). Does your solution meet this requirement?

VI. Performance Management

1. The Department will measure performance quarterly through on-site management reviews to determine the effectiveness of the program, the performance of the MSP, and the performance of the suppliers in the network. The MSP will be required to lead these reviews. Explain how you will meet this requirement.

2. The Department requires the MSP to meet the Service Level Agreements (SLA) in Appendix E. Explain how you will meet these requirements and provide evidence of this level of performance in other contracts. For instance, how you are able to comply with the attrition SLA in another, similar program.

3. The Department requires the MSP to comply with the procedure to remediate a failed SLA target detailed in Appendix E. Provide an example of when you have failed to meet an SLA target, and how and if you were able to eventually meet the SLA target. Were financial penalties involved?

4. The Department requires the solution to include a reporting mechanism to track compliance with the contract SLA. The reports are to be delivered to the Department's contract manager in an electronic form on a quarterly basis, and must contain drill-down features to allow the manager to understand the detail behind a particular measurement. Explain how you will meet this requirement.

5. The SLA reports that are provided by the MSP should include a summary of current performance, how far the current performance is above or below the target, the change in performance from the previous quarter, year-to-date performance, and program launch-to-date performance. Explain how you will meet this requirement.

6. The Department requires clear insight into MSP performance in areas not specified by the SLA such as candidate screening proficiency, supplier management, and relationship with Department program users. How will you provide transparency into your performance in these and other similar areas?

7. The Department requires the MSP to be proactive and recommend a course of action for quality improvement, if necessary. Explain how your solution will meet this requirement. Provide examples from other programs where you have done this.

8. The Department requires at a minimum, periodic measurement of the performance of candidates early in the assignment and at the end of an assignment. The onsite manager should be proactive in ensuring that evaluations are completed for candidates. Explain how your solution will meet this requirement.

VII. Vendor Management System

1. The Department requires the MSP to host the VMS. Explain how you will meet this requirement.

2. Will the VMS be hosted on hardware and software platforms dedicated to Maine's sole use? If not, what steps do you take to protect each of your customer's data from access by other customers?

3. The Department considers all data within the VMS owned by the Department. In the event the Department requests any and all data, the MSP will provide all data in a common form to the Department. Please confirm that you agree and explain how you would provide the data to the Department, if requested.

4. The Department requires the VMS to be accessible by end users through the internet. A web application is required. Does the proposed solution meet this requirement?

5. The Department requires the VMS to be user-friendly and easy to navigate. Explain how the proposed VMS meets this requirement and provide example screen shots.

6. The Department requires the VMS solution to provide data in real-time. Does the proposed solution meet this requirement?

7. The Department requires the VMS to support/allow customer modifications. Explain how the Department would request a modification to the system and the process required to implement a modification or change request.

8. The Department requires the VMS to have role-based security, grouping users by their roles and granting permission to perform various functions to system users based upon their membership in a group. Does the proposed solution meet this requirement?

9. The Department requires the VMS to allow for additional users and different types of user groups to be added on an as-needed basis. Does the proposed solution meet this requirement?

10. It is required that user authentication methods are used in the VMS. Explain how this requirement will be met.

11. It is required that the VMS give supervisors the ability to delegate approval authority on a case by case basis. Explain how your solution will meet this requirement.

12. The Department requires the VMS to automate communication via automatic e-mails. Explain how you will meet this requirement.

13. The Department requires the VMS to automate workflow for:

    a. Requisitions, allowing users to view where the requisition is in the process at any point.

    b. Suppliers submitting candidates.

    c. Resume and interview management.

    d. Selection and on-boarding.

    e. Issue or problem resolution.

    How will your solution meet these requirements?

14. The Department requires the VMS to auto generate requisition numbers. Explain how you will meet this requirement.

15. The Department requires the ability to name specific candidates within a requisition. Explain how your solution will be able to meet this requirement.

16. The Department requires that the VMS will allow attachments to requisitions. Explain how your VMS will meet this requirement.

17. The Department requires that once requisitions are entered into the VMS they can be edited by approvers. Explain how your solution will meet this requirement.

18. The Department requires the VMS to have the capability to bypass requisition approvers when directed by contract administrators. Explain how your solution will meet this requirement.

19. The Department requires the VMS to automatically generate requisition status updates to all interested parties. How will you meet this requirement?

20. The Department requires that the Department and supplier can view the status of each requisition. Explain how your solution will meet this requirement.

21. The Department requires the VMS to automate the screening of candidates by matching requisition requirements to resumes. The candidate should receive a score relative to the candidates' match with requirements, and this score should be visible to hiring managers. Explain in detail how your solution will meet this requirement.

22. The Department requires the VMS to allow users to view all candidate resumes that were submitted for each requisition at any time. Explain how your solution will meet this requirement.

23. The Department requires that the proposed VMS will capture all activities in the lifecycle of a resource's assignment/engagement or from the initial requisition and approval to selection, on-boarding, time collection, invoicing, and disengagement. Explain how this requirement will be met.

24. The Department requires the VMS to be able to accommodate single candidates working on multiple assignments/engagements. Explain how your VMS will accommodate this.

25. The Department requires the VMS to allow resources to enter time (hours or days worked) and managers to approve timesheets electronically on a weekly basis. How will your solution meet this requirement?

26. The Department requires electronic invoicing for individual agency users. Explain how your solution will meet this requirement.

27. The Department requires electronic invoicing to be separated by agency, agency user, agency purchase order number, and account line. Explain how your solution will accommodate this level of detail when invoicing agencies.

28. The Department requires that the VMS will allow users to create their own reports. Explain how your solution will meet this requirement.

D. Cost Proposal

I. Not to Exceed (NTE) Bill Rate

1. In Appendix F, an MS Excel spreadsheet is provided with the State of Maine's job titles. For each Job Title, enter the NTE bill rate that will be allowed for any resource. The MSP solution should give suppliers the opportunity to reduce their proposed rate if their candidate is selected for consideration by the state, or is extended beyond the original engagement end date. These NTE rates will be fixed for at least the first year of the contract, and may only be increased thereafter at the Department's discretion.

2. The NTE rate should be based on market data for IT labor rates in the southern Maine (Portland) and seacoast/ central New Hampshire (Portsmouth and Concord) areas.

3. The NTE rate should allow for experience in various technologies, including technologies in high demand. Exceptions to these NTE rates may be allowed on a case by case basis, and require the approval of the contract manager.

II. Managed Service Provider (MSP) Fee

1. The Bidder should provide their percentage of the NTE bill rate in the indicated worksheet in Appendix F, Cost Proposal. This fee will be fixed for the life of the contract, including any renewal periods, if exercised at the Department's discretion.

III. Other Fees

1. The MSP shall not charge any other fee to the Department or supplier. The MSP should not require fees from the suppliers for invoicing, registration, or any other portion of the supplier's involvement in the MSP solution.

PART III   KEY RFP EVENTS

A.   Timeline of Key RFP Events

Event Name	Event Date and Time
Bidders' Conference	July 10th, 2012, 9:00 am – 10:30 am local time
Due Date for Receipt of Written Questions	July 13th, 2012 at 5:00 pm, local time
Due Date for Receipt of Proposals	August 7th, 2012 at 2:00 pm, local time
Estimated Contract Start Date (subject to change)	October 1st, 2012

B.   Bidders Conference

The Department will sponsor a Bidders' Conference concerning this RFP beginning at the date and time shown in the timeline above. The Bidders' Conference Call will be held on Tuesday, July 10th, 2012, from 9:00 a.m. – 10:30 a.m local time. Conference call information will be updated by July 5th in the legal ad on the Division of Purchases website http://www.maine.gov/purchases/venbid/rfp.shtml and sent to all RFP requestors. The State of Maine is changing providers and will receive new conference call information after July 1, 2012.

The purpose of the Bidders' Conference is to answer and/or field questions, clarify for potential Bidders any aspect of the RFP requirements that may be necessary and provide supplemental information to assist potential Bidders in submitting responses to the RFP. Although attendance at the Bidders' Conference is not mandatory, it is _strongly encouraged_ that interested Bidders attend.

C.   Questions

I.   General Instructions

1.   It is the responsibility of each Bidder to examine the entire RFP and to seek clarification in writing if the Bidder does not understand any information or instructions.

2.   Questions regarding the RFP must be submitted in writing and received by the RFP Coordinator as soon as possible but no later than the date and time specified in the timeline above.

3.   Questions may be submitted by e-mail, fax or regular mail. If faxed, please be sure to include a cover sheet addressed to the RFP Coordinator listed on the cover of this RFP, and indicate the number of pages sent. The Department assumes no liability for assuring accurate/complete fax or e-mail transmission and receipt.

4.   Include a heading with the RFP Number and Title. Be sure to refer to the page number and paragraph within this RFP relevant to the question presented for clarification, if applicable.

5.   Send written questions to the RFP Coordinator listed on the cover page of this RFP document.

II.   Written Questions Due:

Written questions must be received by the RFP Coordinator no later than 5:00 p.m. local time at the date shown in the timeline above. No questions will be accepted after the aforementioned written question due date.

III.   Summary of Questions and Answers

Responses to all substantive and relevant questions will be compiled in writing and distributed to all registered, interested persons by e-mail no later than seven (7) calendar days prior to the proposal due date. Only those answers issued in writing by the RFP Coordinator will be considered binding. The Department reserves the right to answer or not answer any question received.

D. Submitting the Proposal

    I.   Proposals due

Proposals must be received <u>no later than</u> 2:00 p.m. local time, at the date listed in the timeline above, at which point they will be opened. <u>Proposals received after the 2:00 p.m. deadline will be rejected without exception</u>.

    II.   Mailing/Delivery Instructions

PLEASE NOTE: The proposals are <u>not</u> to be submitted to the RFP Coordinator at the requesting Department. <u>The official delivery site is the State of Maine Division of Purchases</u> (address shown below).

1. Only proposals received at the official delivery site prior to the stated deadline will be considered. Bidders submitting proposals are responsible for allowing adequate time for delivery. Proposals received after the 2:00 p.m. deadline will be rejected without exception. Postmarks do not count and fax or electronic mail transmissions of proposals are not permitted unless expressly stated in this RFP. Any method of hardcopy delivery is acceptable, such as US Mail, in-person delivery by Bidder, or use of private courier services.

2. The Bidder must send a sealed package including an original and **4** copies of the complete proposal. Please clearly label the original. One electronic copy of the proposal must also be provided on CD or flash drive with the complete narrative and attachments in MS Word or Excel format as applicable. Any attachments that cannot be submitted in MS Office format may be submitted as Adobe (.pdf) files.

3. Address each package as follows (and be sure to include the Bidder's full business name and address as well as the RFP number and title):

Bidder Name/Return Address

                      Division of Purchases
                      Burton M. Cross Building, 4th Floor
                      111 Sewall Street
                      9 State House Station
                      Augusta ME 04333-0009

                      Re: RFP # 201206336 Managed Service Provider for IT Staff Augmentation Services

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PART IV   PROPOSAL SUBMISSION REQUIREMENTS

This section contains instructions for Bidders to use in preparing their proposals. The Bidder's proposal should follow the outline used below. Failure to use the outline specified in this section or to respond to all questions and instructions throughout this document may result in the proposal being considered non-responsive or receiving a reduced score. The State reserves the right, at its discretion, to determine whether a variance from the RFP specifications should result in disqualification, reduction in evaluation scoring, be waived as a minor irregularity, or be otherwise addressed. **Please Note: Rephrasing of the content provided in the Request for Proposal will, at best, be considered minimally responsive.** The Department is interested in a detailed yet succinct response that demonstrates the Bidder's experience and ability to perform the requirements specified throughout this document.

A.   Proposal Format

I.   For clarity purposes, the proposal should be typed or printed. For reference purposes, standard proposals received by the State are usually submitted single-spaced with 1" margins on white 8 ½" x 11" paper using a font no smaller than 12 point Times New Roman or similar.

II.   All pages should be numbered consecutively beginning with number 1 on the first page of the narrative (this does not include the cover page or table of contents pages) through to the end, including all forms and attachments. For clarity purposes, the Bidder's name should appear on every page, including Attachments. Each Attachment must reference the section or subsection number to which it corresponds.

III.   Bidders are asked to be brief and to respond to each question and instruction listed in the "Proposal Submission Requirements and Evaluation" section of this RFP. Number each portion of the proposal to correspond to the relevant section of the RFP. The proposal should be limited to a maximum total of **45 pages**.

IV.   The following proposal elements, if applicable/requested, will not be counted as part of the maximum total number of pages allowed for the proposal: proposal cover page, table of contents, financial forms, any required attachments, appendices, or forms provided by the Department in the RFP, organizational charts, job descriptions, or staff résumés.

V.   The Bidder may not substitute additional attachments beyond those specified in the RFP for the purpose of extending their response. Any material exceeding the proposal limit may not be considered in rating the proposals and will not be returned. Bidders shall not include brochures or other promotional material with their proposals.

VI.   Include any forms provided in the application package or reproduce those forms as closely as possible. All information should be presented in the same order and format as described in the RFP.

VII.   It is the responsibility of the Bidder to provide all information requested in the RFP package at the time of submission. Failure to provide information requested in this RFP may, at the discretion of the Department's evaluation review team, result in a lower rating for the incomplete sections and may result in the proposal being disqualified for consideration.

VIII.   Bidders should complete and submit the proposal cover page provided in Appendix A of this RFP and provide it with the Bidder's proposal. The cover page must be the first page of the proposal package. It is important that the cover page show the specific information requested, including applicant address(es) and other details listed. The proposal cover page shall be dated and signed by a person authorized to enter into contracts on behalf of the Bidder.

B. **Proposal Contents**

I. **Section I: Organization Qualifications and Experience**

1. **Description of the Organization**

Present a detailed statement of qualifications and summary of relevant experience. If subcontractors are to be used as part of the MSP function (not the supplier network), provide a list that specifies the name, address, phone number, contact person, and a brief description of the subcontractors' organizational capacity and qualifications.

2. **Organizational Description and Qualifications**

   a. Location of the corporate headquarters. Also, describe the current or proposed location where services will be provided or from which the contract will be managed.

   b. Attach a copy of the face page of the Bidder's general liability, professional liability and any other relevant liability insurance policies that might be associated with this contract.

3. **Organizational Experience**

Briefly describe the history of the Bidder's organization, especially regarding skills pertinent to the specific work required by the RFP and any special or unique characteristics of the organization which would make it especially qualified to perform the required work activities. Include similar information for any subcontractors mentioned in the Description of the Organization.

4. **Description of Experience with Similar Projects**

   a. Provide a description of five public or private programs within the past five years which reflect experience and expertise needed in performing the functions described in the "Scope of Services" portion of this RFP. For each of the five examples provided, a contact person from the client organization involved should be listed, along with that person's telephone number. Please note that contract history with the State of Maine, whether positive or negative, may be considered in rating proposals even if not provided by the Bidder.

   b. For evaluation purposes, the Department reserves the right to use additional knowledge that may not be provided within a Bidder's proposal. For example, the Department may contact individuals, entities, or organizations that have had recent dealings with the Bidder, whether or not they are identified as references.

   c. If the Bidder has not provided similar services, note this, and describe experience with projects that highlight the Bidder's general capabilities.

II. **Section II: Specifications of Work to be Performed**

1. **Services to be Provided**

Respond to the Scope of Services referenced above in this RFP and what the Bidder will offer. Give particular attention to describing the methods and resources you will use and how you will accomplish the tasks involved. If subcontractors are involved (not including the supplier network), clearly identify the work each will perform.

III. **Section III: Cost Proposal**

1. **General Instructions**

   a. The Bidder must submit a cost proposal that covers the entire period of the contract, including any optional renewal periods.

b. The cost proposal shall include the costs necessary for the Bidder to fully comply with the contract terms and conditions and RFP requirements.

c. Failure to provide the requested information, or to follow the required response format, may result in the exclusion of the proposal from consideration, at the discretion of the State.

d. No costs related to the preparation of the proposal for this RFP or to the negotiation of the contract with the Department may be included in the proposal. Only costs to be incurred after the contract effective date that are specifically related to the implementation or operation of contracted services may be included.

IV. Section IV: Economic Impact within the State of Maine

In addition to all other information requested within this RFP, each Bidder must dedicate a section of its proposal to describing the Bidder's economic impact upon and within the State of Maine. The use of economic impact in making contract award decisions is required in accordance with Executive Order 2012-004, which states that "all service contracts expected to exceed $100,000 in total value advertised for competitive bid shall include scoring criteria evaluating the responding Bidder's economic impact on the Maine economy and State revenues."

For the purposes of this RFP, the term "economic impact" shall be defined as any activity that is directly performed by or related to the Bidder and has a direct and positive impact on the Maine economy and public revenues within the State of Maine. Examples may include, but are not limited to, employment of Maine residents, subcontracting/partnering with Maine businesses, payment of State and Local taxes (such as corporate, sales, or property taxes), and the payment of State licensing fees for the Bidder's business operations.

To complete the "economic impact" section of the Bidder's proposal, the Bidder shall include no more than one page of typed text, describing the Bidder's current, recent, or projected economic impact with the State of Maine, as defined above. The Bidder may include all details and information that it finds to be most relevant for this section.

V. Section V: Required Proposal Attachments

No additional proposal attachments apart from those requested in the Scope of Services are required by the Department.

PART V   PROPOSAL EVALUATION AND SELECTION

Evaluation of the submitted proposals shall be accomplished as follows:

A. Evaluation Process - General Information

I.   An evaluation team composed of qualified reviewers will judge the merits of the proposals in accordance with the criteria defined in this RFP.

II.   Officials responsible for making decisions on the selection of a contractor shall ensure that the selection process accords equal opportunity and appropriate consideration to all who are capable of meeting the specifications. The goals of the evaluation process are to ensure fairness and objectivity in review of the proposals and to ensure that the contract is awarded to the Bidder whose proposal best satisfies the criteria of the RFP.

III.   The Department reserves the right to communicate or schedule interviews/presentations with the Bidders if needed to obtain clarification of information contained in the proposals, and may revise the scores assigned in the initial evaluation to reflect those communications or interviews/presentations. The Department reserves the right to make video or audio recordings of any applicable

interview/presentation process. Changes to proposals are not permitted during the interview/presentation process. The Department reserves the right to make a contract award without any further discussion with the Bidders, regarding the proposals received. <u>Therefore, proposals should be submitted initially on the most favorable terms available from a price and technical standpoint.</u>

B.   Scoring Weights and Process

I.   Scoring Weights

The score will be based on a 100 point scale and will measure the degree to which each proposal meets the following criteria.

Section I. Organization Qualifications and Experience (30 points)
Includes all elements addressed above in Part IV, Section I.

Section II.   Specifications of Work to be Performed (40 points)
Includes all elements addressed above in Part IV, Section II.

Section III. Cost Proposal (25 points)
Includes all elements addressed above in Part IV, Section III.

Section IV. Economic Impact within the State of Maine (5 points)
Includes all elements addressed above in Part IV, Section IV.

II.   Scoring Process

The review team will use a consensus approach to evaluate the bids. Members of the review team will not score the proposals individually but instead will arrive at a consensus as to assignment of points on each category of each proposal. The Cost section will be scored according to a mathematical formula described below.

III.   Scoring the Cost Proposal

The total cost proposed for conducting all the functions specified in this RFP will be assigned a score according to a mathematical formula. The lowest bid will be awarded 25 points. Proposals with higher bid values will be awarded proportionately fewer points calculated in comparison with the lowest bid.

The scoring formula proportions the 25 points between the two elements of the cost proposal in this way:

(lowest submitted NTE bill rate total / NTE bill rate total of proposal being scored) x 10 = pro-rated score

(lowest submitted MSP Fee / MSP Fee of proposal being scored) x 15 = pro-rated score

<u>No Best and Final Offers</u>: The State of Maine will not seek a best and final offer (BAFO) from any Bidder in this procurement process. All Bidders are expected to provide their best value pricing with the submission of their proposal.

IV.   Negotiations

The Department reserves the right to negotiate with the successful Bidder in the finalization of the contract at the same rate or cost of service as presented in the selected proposal. Such negotiations may not significantly vary the content, nature or requirements of the proposal or the Department's Request for Proposals to an extent that may affect the price of goods or services requested. <u>The Department reserves the right to terminate contract negotiations with a selected respondent who submits a proposed contract significantly different from the proposal they submitted in response to the advertised RFP.</u> In the event that an acceptable contract cannot be negotiated with the highest

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ranked Bidder, the Department may withdraw its award and negotiate with the next-highest ranked Bidder, and so on, until an acceptable contract has been finalized. Alternatively, the Department may cancel the RFP, at its sole discretion.

C. Selection and Award

I. The final decision regarding the award of the contract will be made by representatives of the Department subject to approval by the State Purchases Review Committee.

II. Notification of contractor selection or non-selection will be made in writing by the Department.

III. Issuance of this RFP in no way constitutes a commitment by the State of Maine to award a contract, to pay costs incurred in the preparation of a response to this request, or to pay costs incurred in procuring or contracting for services, supplies, physical space, personnel or any other costs incurred by the Bidder.

IV. The Department reserves the right to reject any and all proposals.

D. Appeal of Contract Awards

Any person aggrieved by the award decision that results from this RFP may appeal the decision to the Director of the Bureau of General Services in the manner prescribed in 5 MRSA § 1825-E. The appeal must be in writing and filed with the Director of the Bureau of General Services, 9 State House Station, Augusta, Maine, 04333-0009 within 15 calendar days of receipt of notification of contract award.

PART VI   CONTRACT ADMINISTRATION AND CONDITIONS

A. Contract Document

I. The successful Bidder will be required to execute a contract in the form of a State of Maine Agreement to Purchase Services (BP54). A list of applicable Riders is as follows:

Rider A: Specification of Work to be Performed
Rider B: Method of Payment and Other Provisions
Rider C: Exceptions to Rider B
Rider G: Identification of Country in Which Contracted Work Will Be Performed

The complete set of standard BP54 contract documents may be found on the Division of Purchases website at the following link: http://www.maine.gov/purchases/info/forms/BP54%20EO-IT.doc

Other forms and contract documents commonly used by the State can be found on the Division of Purchases website at the following link: http://www.maine.gov/purchases/info/forms.shtml

II. Allocation of funds is final upon successful negotiation and execution of the contract, subject to the review and approval of the State Purchases Review Committee. Contracts are not considered fully executed and valid until approved by the State Purchases Review Committee and funds are encumbered. No contract will be approved based on an RFP which has an effective date less than fourteen (14) calendar days after award notification to Bidders. (Referenced in the regulations of the Department of Administrative and Financial Services, Chapter 110, 3.B.i.):

http://www.maine.gov/purchases/policies/110.shtml

This provision means that a contract cannot be effective until <u>at least</u> 14 days after award notification.

III. The Department <u>estimates</u> having the Agreement in place by October 1, 2012. The State recognizes, however, that the actual contract effective date depends upon completion of the RFP process, date of formal award notification, length of contract negotiation, and preparation and approval

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by the State Purchases Review Committee. Any appeals to the Department's award decision(s) may further postpone the actual contract effective date, depending upon the outcome. <u>The contract effective date may need to be adjusted, if necessary, to comply with mandated requirements</u>.

IV. Independently, and not as an agent of the State of Maine, the contractor shall furnish all necessary labor, materials, equipment, qualified personnel, facilities and services, as needed to perform and provide the services described.

B. Standard State Agreement Provisions

I. Agreement Administration

1. Following the award, an Agreement Administrator from the Department will be appointed to assist with the development and administration of the contract and to act as administrator during the entire contract period. Department staff will be available after award for consultation with the successful Bidder in the finalization of the contract.

2. In the event that an acceptable contract cannot be negotiated with the highest ranked Bidder, the Department may withdraw its award and negotiate with the next-highest ranked Bidder, and so on, until an acceptable contract has been finalized. Alternatively, the Department may cancel the RFP, at its sole discretion.

II. Payments and Other Provisions

The State anticipates paying the Contractor on the basis of net 30 payment terms, upon the receipt of an accurate and acceptable invoice. An invoice will be considered accurate and acceptable if it contains a reference to the State of Maine contract number, contains correct pricing information relative to the contract, and provides any required supporting documents, as applicable.

PART VII   LIST OF RFP APPENDICES AND RELATED DOCUMENTS

Appendix A – State of Maine Proposal Cover Page
Appendix B - Job Titles and Descriptions
Appendix C - Current Contract Utilization
Appendix D – State of Maine Workflow
Appendix E – Service Level Agreements
Appendix F – Cost Proposal

PART VIII   APPENDICES

Appendix A

State of Maine
DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
Office of Information Technology

PROPOSAL COVER PAGE

RFP # 201206336
Managed Service Provider for IT Staff Augmentation Services

Bidder's Organization Name:		
Chief Executive - Name/Title:		
Tel:	Fax:	E-mail:
Street Address:		
City/State/Zip:		

(provide information requested below if different from above)

Lead Point of Contact for Proposal - Name/Title:		
Tel:	Fax:	E-mail:
Street Address:		
City/State/Zip:		

Proposed Cost (**Insert MSP Fee Here**):	
The proposed cost listed above is for reference purposes only, not evaluation purposes. In the event that the cost noted above does not match the Bidder's detailed cost proposal documents, then the information on the cost proposal documents will take precedence.	

- This proposal and the pricing structure contained herein will remain firm for a period of 180 days from the date and time of the bid opening.
- No personnel currently employed by the Department or any other State agency participated, either directly or indirectly, in any activities relating to the preparation of the Bidder's proposal.
- No attempt has been made or will be made by the Bidder to induce any other person or firm to submit or not to submit a proposal.
- The undersigned is authorized to enter into contractual obligations on behalf of the above-named organization.

To the best of my knowledge all information provided in the enclosed proposal, both programmatic and financial, is complete and accurate at the time of submission.

_____   _____
Authorized Signature   Date   Name and Title (Typed)

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Appendix B - Job Titles and Descriptions

Architect - Junior

The Junior Architect has the ability to design, develop, and implement application infrastructure to provide reliable and scalable applications and systems to meet the organization's objectives and requirements. The Junior Architect is familiar with a variety of the application technologies, environments, concepts, methodologies, practices, and procedures. The Junior Architect is also able to perform a variety of complicated tasks with minimal or no direct supervision. The Junior Architect is also experienced in defining systems and application architecture.

JAR1

Years of Relevant Experience: 3- 5 years software development, and testing.
Preferred Education: 4 year college degree in computer science or related field with advanced study preferred.
Role Description:
- Proven experience with hands-on technical development work.
- Ability to coordinate with technical leads, business users and project managers.
- Experience participating in development of standards and product recommendations.
- Experience designing and architecting systems as a member of a design team.
- Experience working through every phase of software development life cycle.
- Strong verbal communication.

Architect - Senior

The Senior Architect is responsible for designing, developing, and implementing application infrastructure to provide highly-complex, reliable, and scalable applications and systems to meet the organization's objectives and requirements. Senior Architects are familiar with a variety of the application technologies, environments, concepts, methodologies, practices, and procedures and rely on experience and judgment to plan and accomplish goals. Senior Architects are able to perform a variety of complicated tasks with minimal or no direct supervision. They have proven experience defining systems and application architecture and provide vision, problem anticipation, and problem solving ability to organization. They consult with the client to define needs or problems, conduct research, perform studies and surveys to obtain data, and analyze problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.

SAR1

Years of Relevant Experience: 5 years software development, testing, and project management
Preferred Education: 4 year college degree in computer science or related field with advanced study preferred.
Role Description:
- Manages, organizes, and administers systems analysis and preparation of applications and operating systems programming to process data and solve problems by use of computers.
- Establishes priorities and schedules, and oversees and reviews work of systems analysis personnel and programming personnel.
- Reviews feasibility studies and time and cost estimates of new or revised systems.
- Assists in the development of standards, procedures, and operating systems applications.
- A combination of directly-related technical training and hands-on experience.
- Works with stakeholders and management to ensure projects are completed on time and according to organization standards.
- Consults with personnel in other information systems groups to coordinate activities.
- Consults with management to clarify systems and programs intent, identify problems, suggest changes, and determine extent of application systems changes required.
- Participates in developing a project plan and schedule with key milestones, contingency plans, workflow charts or diagrams, considering factors, such as resource requirements, computer storage capacity and speed, extent of peripheral equipment, and intended use of output data.
- Manages conversion of workflow charts to language that can be processed by computer and entering of program codes and test data into computer.
- Analyzes test runs on computer and supervises correction of coded program and input data.
- Manages the revision of existing programs to increase operating efficiency or adapt to new requirements.
- Compiles documentation of program development and subsequent revisions.
- Trains subordinates in systems analysis, feasibility studies, programming, and program coding.
- Prescribes standards for terms and symbols used to simplify interpretation of programs.
- Collaborates with computer manufacturers and other users to develop new programming methods.
- Prepares records and reports.

Business Analyst

The Business Analyst is responsible for the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.

BA1

Years of Relevant Experience: 2+ years
Preferred Education: 4 year college degree or equivalent
Role Description:
- Experience conducting Facilitated Workshops for requirements analysis.
- Experience creating workflows using formal notation such as the Business Process Modeling Notation (BPMN).
- Knowledge of formal requirements gathering methodologies.
- Experience developing Business Requirements - project initiation document, what the needed achievements will be, and the quality measures.
- Experience developing Functional requirements - describe what the system, process, or product/service must do in order to fulfill the business requirements.
- Experience developing User (stakeholder) requirements - are a very important part of the deliverables, the needs of the stakeholders will have to be correctly interpreted. This deliverable can also reflect how the product will be designed, developed, and define how test cases must be formulated.
- Experience developing Quality-of-service (non-functional) requirements - are requirements that do not perform a specific function for the business requirement but are needed to support the functionality. For example: performance, scalability, quality of service (QoS), security and usability.
- Experience developing Report Specifications - define the purpose of a report, its justification, attributes and columns, owners and runtime parameters.
- Experience developing Requirements Traceability Matrix - a cross matrix for recording the requirements through each stage of the requirements gathering process.
- Strong organization and writing skills. Experienced developing graphic representations of complex business processes.

BA2

Years of Relevant Experience: 4+ years
Preferred Education: 4 year college degree or equivalent
Role Description:
- Similar duties/skills to BA1. Additional work experience and knowledge.

BA3

Years of Relevant Experience: 7+ years
Preferred Education: 4 year college degree or equivalent and IIBA Certified Business Analyst Professional (CBAP) designation
Role Description:
- Similar duties/skills to BA2. Additional work experience, job knowledge and certification.

Client Technologies Specialist

The Specialist is knowledgeable on the usage and support of a collection of personal computer platforms (a range of laptops and desktops, both Windows and Mac) or technical architectures, and products that run on those platforms. The individual performs a full range of computer administration functions with minimal direction and/or technical support. The individual will install and configure system hardware, software, printers and verify network connectivity. The individual shall perform advanced troubleshooting and vendor technical liaison functions. The individual shall design and implement trouble shooting and correction plans, develop and coordinate user training programs and documenting all processes and procedures. The Specialists are responsible for collaborating with Technical Architecture Specialist, Functional Architects, Programmers and vendors to coordinate and enhance the use of the platform and facilitate migration to new versions of the platform.

CTS1

Years of Relevant Experience: 1-3 years in desired environment
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
- Assist in coordination of testing changes, upgrades and new software products, ensuring systems will operate correctly in current and future environment.
- Make recommendations on functional and technical improvements to the environment.
- Participate in performance and volume analysis and design.

- Participate in performance improvement activities. Identify and apply potential improvements related to the environment for an application.
- Provide accurate and complete answers to general use and environment questions in a timely manner.
- Serve as the point of contact for technology support and services.
- Serve as the point of integration between the business functions of the department and the technology requirements of the department.
- Provide desktop computer support.
- Serve as a point of contact for communication and coordination of service outages.
- Attend and participate in bi-weekly team and problem review meetings.
- Manage the retirement and disposal of obsolete or broken computer equipment.
- Coordinate the procurement and installation of new computer hardware and software.
- Coordinate virus protection software programs within departments.
- Understand the installation of software patches and upgrades.
- Provide input to training and/or documentation materials regarding latest technical and functional design changes.
- Ensure that all work is documented for future reference.
- Follow quality standards.
- Ensure effective and reliable backups are being performed.
- Proactively address customer needs.
- Communicate accurate and useful status updates.
- Evaluate and/or recommend purchases of computers, network hardware, peripheral equipment, and software;
- Investigate user problems, identify their source, determine possible solutions, test and implement solutions.
- Install, configure, and maintain personal computers and other related equipment, devices, and systems adds or upgrades and configures modems, disk drives, CD ROMs, printers, and related equipment.
- Assist in troubleshooting network issues, systems, and applications to identify and correct malfunctions and other operational difficulties.
- Develop and conduct various training and instruction for system users.
- Identify utilization patterns and their effect on operation/system availability and performance expectations.
- Ability to work in a team environment.
- Strong communication skills; both written and spoken.

CTS2

Years of Relevant Experience: 3-5 years in desired environment
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in CT-S1 plus the following:

- Actively participate in analyzing and evaluating emerging software and hardware technologies/standards.
- Develop appropriate functional and usability standards for the environments.
- Assist in planning and implementing shared software, such as operating systems, configuration management tools, application and development tools, testing tools, etc.
- Assist in planning and coordinating testing changes, upgrades and new and standard products, ensuring systems will operate correctly in current and future environment.
- Anticipate, identify, track and resolve issues and risks affecting own work. Develop contingency plans as necessary.
- Analyze the functional and/or technical impact of new product releases.
- Meet with department heads, managers, supervisors, vendors, and others, to solicit cooperation and resolve problems.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.
- Identify and track issues, risks and action items.

Configuration Management Specialist

The Configuration Management Specialist is an expert in designing, establishing and operating the tooling required to support an Application Software development team or organization.

CMS1

Years of Relevant Experience: 3-5+ years
Preferred Education: 4 year college degree or equivalent
Role Description:
They must have a strong competency in the following areas:

- Defect, enhancement, issue, and problem-tracking tools. These tools are used in connection with the problem-tracking issues associated with a particular software product.

- Version management tools. These tools are involved in the management of multiple versions of a product.
- Release and build tools. These tools are used to manage the tasks of software release and build. The category includes installation tools which have become widely used for configuring the installation of software products.

In addition, they will likely maintain some language competency in programming related to creating scripts or automation in support of the software lifecycle.

Data Architect

Well versed in entity relationship modeling methodology. Knows how to implement third normal form, referential Integrity and re– the importance of and reference/lookup tables. *An experienced OLTP Data Architect has designed >2 small OLTP systems (under 50 tables) and >2 medium to large OLTP system consisting of 50+ tables and has designed =>2 data marts and =>2 data warehouse systems.*

DA1

Years of Relevant Experience: 5+ years
Preferred Education: 4 year college degree or equivalent
Role Description:
- Meet with User Groups to gather data requirements for a medium to large application.
- Translate User data requirements into a logical data model.
- Validate the logical data model with all User Groups.
- Translate the logical data model into a physical database design.
- Provide the DDL from the physical design to the DBA group who creates the actual schema.

Data Entry Operator

For data entry projects that require manual key entry and/or data capture through scanning.

DE1

Years of Relevant Experience: 0 to 2 years
Preferred Education: Associates Degree or equivalent
Role Description
- Comprehensive PC skills
- Able to follow written and spoken instructions
- Minimum of 25 wpm
- Ability to accurately enter information into a computer, accessing information from a computer, and verifying information on a screen.
- Duties involve utilizing automated equipment, including electronic keyboard, display screen, and sorted memory to perform.
- Ability to operate and understand basic scanning and imaging equipment, including pan, skew, and image correction techniques.
- Ability to conduct basic data mining and data capture efforts
- The total number of keystrokes is limited to actual characters, numbers and special characters that are keyed. Spaces, function keys, nulls, and zeros are not counted as keystrokes.
- The contractor must complete all data forms within an agreed-upon amount of time from receipt or average a minimum of a set number of strokes each week data forms are in possession.
- Error rate cannot exceed 1/2%. Error rate is calculated on a character (not field or record) basis.
- Knowledge of imaging and visual display operating practices, procedures, and techniques.
- Knowledge of arithmetic and numbering systems.
- Ability to operate equipment with speed and accuracy to ensure information is captured.

DE2

Years of Relevant Experience: 2 to 4 years
Preferred Education: Associates Degree or equivalent
Role Description:
- Comprehensive PC skills
- Able to follow written and spoken instructions
- Minimum of 35 wpm
- Ability to accurately enter information into a computer, accessing information from a computer, and verifying information on a screen.
- Duties involve utilizing automated equipment, including electronic keyboard, display screen, and sorted memory to perform.
- Ability to operate and understand basic scanning and imaging equipment, including pan, skew, and image correction techniques.

- Ability to conduct basic data mining and data capture efforts.
- The total number of keystrokes is limited to actual characters, numbers and special characters that are keyed. Spaces, function keys, nulls, and zeros are not counted as keystrokes.
- The contractor must complete all data forms within an agreed-upon amount of time from receipt or average a minimum of a set number of strokes each week data forms are in possession.
- Error rate cannot exceed 1/2%. Error rate is calculated on a character (not field or record) basis.
- Knowledge of imaging and visual display operating practices, procedures, and techniques.
- Knowledge of arithmetic and numbering systems.
- Ability to operate equipment with speed and accuracy to ensure information is captured.

Database Administrator

The Database Administrator is responsible for data analysis and database management.

Database Administrators typically are involved in maintenance, enhancement, designing of data dictionaries, physical and logical database models, and performance tuning. Database Administrators have a range of skills and knowledge of the utilities and production tools used for data storage management to support the Application Team. Database Administrators have experience upgrading databases from version x to version y and application of database patches. Database Administrators are familiar with vendor support call and escalation procedures. Database Administrators have experience with system monitoring and alerting techniques.

DBA1

Years of Experience: 2 to 3 years
Education: 4 year college degree or equivalent technical study
Role Description:
- Skilled data dictionary analysis and design and data model analysis design.
- Maintains central data repository.
- Experience and knowledge in supporting application system development life cycle.
- Responsible for data dictionary backup and recovery.
- Responsible for definition of standards of data dictionaries.
- May program dictionary analysis and maintenance software.
- Perform performance tuning.
- Monitor database performance and space requirements.
- Schedule and monitor end of day data warehousing jobs.
- Assist in coordinating software releases.
- Communicate accurate and useful status updates.
- Manage and report time spent on all work activities.
- Follow quality standards.
- Ability to work in a team environment
- Complete assigned tasks.
- Strong communication skills; both written and spoken

DBA2

Years of Experience: 3 to 5 years
Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in DBA 1 plus the following:
- Business systems analysis and design experience.
- Logical data modeling techniques.
- Production environment Tools/Utilities.
- Knowledgeable in data analysis and database management techniques.
- Execution of all responsibilities with little direct supervision of Team Lead.
- Administration and scripting experience in relative platform.
- Supervise performance tuning.
- Author shell scripts to perform back up, restore, and monitoring tasks.
- Anticipate and resolve issues specific to the team.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.
- Identify and track issues, risks and action items.

DBA3

Years of Experience: 5 to 7 years
Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in DBA2 plus the following:

- Highly skilled at database design, installations, data conversions and database upgrades.
- Responsible for database backup and recovery procedures, access security and database integrity, physical data storage design and data storage management.
- Participates in Database Management System selection and maintains database performance.
- Expertise in specific Database Management Systems.
- Knowledge of various Database Management System products.
- Provide status of work to Project Team Lead.
- Engage in ongoing process improvement.

DBA4

Years of Experience: 7 plus years
Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in DBA3 plus the following:

- Mentors and manages other team members.
- Experience working with large database implementations.
- Develops and maintains database standards and naming conventions.
- Keeps up-to-date on emerging database architectures, technologies, and methodologies, and attends training classes as necessary.

Functional Architect

The Functional Architect is the functional expert for an application, a defined set of applications or a portfolio of related applications. The Functional Architect is also responsible for bringing an understanding of the enterprise, business system and industry to the team(s) supporting or interfacing with the application. The primary responsibility of a Functional Architect is to provide expertise in the business process supported by the application, to prepare and review designs, to recommend improvements, and to provide guidance during the testing process. The Functional Architect helps the Programmers establish a clear understanding of the business functional requirements and either creates the functional designs to meet the requirements or reviews and approves the designs written by the Programmers. The Functional Architect must understand all aspects of their specific application(s), and the underlying business process. The more experienced Functional Architect plans, analyzes, and defines high- level software strategies and solutions. Contained in the experienced role is the task of coordinating with other Functional Architects to define technical requirements and long range plans for meeting customer requirements.

FA1

Years of Relevant Experience: Less than two years in particular application area
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Analyze, determine, and document functional requirements.
- Provide definition on how the applications will support business requirements.
- Conduct impact analyses of business requirements on the system.
- Work with Technical Architecture Specialist in defining software / hardware requirements.
- Gather and interpret user requirements into design specifications.
- Participate in design of application.
- Participate in design code and test reviews as appropriate.
- Provide inputs to test planning.
- Complete assigned tasks.
- Communicate accurate and useful status updates.
- Follow quality standards.
- Ability to work in a team environment
- Strong communication skills; both written and spoken

FA2

Years of Relevant Experience: 2 to 4 years in particular application area
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in FA 1 plus the following:

- Act as the application(s) functional expert; providing expertise in the business process supported by the application.
- Provide detailed definition on how the applications will support business requirements.
- Work with Technical Architecture Specialist in planning and delivering technical architecture.
- Provide expertise for defining functional architecture and infrastructure for applications.
- Plan and develop user interface strategy.
- Direct and participate in design of application.
- Interpret and understand user requirements/design specifications.
- Provide detailed definition on how the applications will support business requirements.
- Work with Technical Architecture Specialist in defining software / hardware requirements and in planning and delivering architecture.
- Provide expertise for defining architecture and infrastructure for applications.
- Review and understand team work plan
- Identify and track issues, risks and action items affecting own work and work of team.
- Anticipate and resolve issues specific to the team.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.

FA3

Years of Relevant Experience: 4 to 5 years in particular application area
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in FA 2 plus the following:

- Provide functional expertise to planning organization as required.
- Review tasks prior to migration into production as appropriate. Provide assistance in scheduling design work for Lead Functional Architect.
- Coordinate the design and development of work estimates and act as the primary point of contact. Assist in managing and directing application team processes.
- Organize and prepare work effectively to facilitate proactive resolution of problems.
- Work with client and Lead Functional Architect to identify direction of software.
- Ensure business requirements are supported by the software.
- Identify and initiate continuous improvement opportunities.
- Define user interface strategies.
- Understand specific business needs and overall business strategy of the business customer.

FA4

Years of Relevant Experience: Five plus years in particular application area
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in FA 3 plus the following:

- Guide processes for Functional Architects and direct work planning and design activities.
- Provide standard, well-structured work planning which defines scope, resources, commitments, quality, risk, tasks, and acceptance criteria.
- Ensure that overall application designs remain within project scope.
- Work with customer business units to understand their business processes.
- Work with customer business units and client to identify direction of software. Ensure business requirements are supported by the software.
- Ensure goals for Functional Architects are being met and manage team commitments.
- Analyze, define, and document how the applications will support functional and business requirements. Coordinate these efforts with Functional Architects.
- Understand supporting/interfacing system applications.
- Approve the determined need for new software/hardware.
- Understand prioritization work based on business needs request/releases for work affecting an application.
- Manage the accomplishment of delivery metrics, Service Level Agreements and other contractual obligations within areas of responsibility.
- Sponsor coordination of the required skills, training, methodologies, and processes to ensure the success of team/project/program goals.
- Coordinate and conduct project review meetings with Group Lead Functional Architects and Team Leads.
- Communicate and resolve application interface issues with other Lead Functional Architects as needed.
- Monitor and measure maintenance and development process effectiveness.

- Communicate clearly the program/application goals, operational and organizational philosophies, and policies and procedures to the Functional Architects.
- Communicate to team members the relationships between their work and assignments and the organizational and/ or program objectives.

Graphic Designer

The Graphic Designer is responsible for all aspects of user interface design to include prototype development and coding of markup. The designer incorporates the business marketing goals, user interface standards (both internal and industry-established), and accessibility requirements to produce a user interface that accomplishes the functional requirements of the system. The designer works with the Functional Architect regularly to ensure that the design meets customer requirements. The designer also works with Programmers to ensure that the user interface is then coded properly. The designer may play a role in testing, particularly in the area of accessibility.

GD1

Years of Relevant Experience: 3 plus years
Preferred Education: 4 year college degree or equivalent
Role Description:
- Participate in requirements analysis and/or thoroughly review requirements documentation to have a thorough understanding of the system requirements.
- Development of quasi-functional prototypes (such as static web pages with functional links to demonstrate navigations).
- Present prototypes to stake holders and design teams.
- Documentation of established user interface standards specific to the application.
- Coding of HTML markup (in the case of web applications). Uses webpage design tools such as Dreamweaver and other common applications.
- Participate in application testing to ensure that the system meetings user interface requirements.
- Perform accessibility tests using screen reader tools.
- Ability to work in a team environment.
- Complete assigned tasks.
- Strong communication skills; both written and spoken.

Help Desk Analyst

The Help Desk Analyst provides Helpdesk Level 2 Support by performing the skills listed below.

HDA1

Years of Relevant Experience: 1 to 3 years field experience
Preferred Education: 2 year associates degree or equivalent technical study.
Role Description:
- Provides technical assistance, support, and advice to end users for hardware, software, and systems.
- Provides hands-on technical assistance to business and technical users.
- Investigates and resolves computer software and hardware problems of users.
- Serves as a contact for level 1 support.
- Serves as a contact for users having problems using computer software, hardware, and operating systems, and escalates as necessary.
- Determines whether problem is caused by hardware, software, or system.
- Answers questions, applying knowledge of computer software, hardware, systems, and procedures.
- Talks with technical and non-technical co-workers to research problem and find solution.
- Asks user with problem to use telephone and participate in diagnostic procedures, using diagnostic software or by listening to and following instructions.
- Experienced with a variety of call-tracking software and systems.
- Reads trade magazines and engages in independent study to maintain current industry knowledge.
- Follow quality standards, and displays strong customer service skills.
- Ability to work in a team environment.
- Complete assigned tasks.
- Strong communication skills; both written and spoken.

HDA2

Appendix B

Years of Relevant Experience: 3 to 5 years field experience
Preferred Education: 4 year college degree in field of specialty or equivalent education and experience combined
Role Description:
All roles specified in HDA 1 plus the following:

- Calls software and hardware vendors to request service regarding defective products.
- Acts as a subject matter expert for one or more custom or COTS applications.
- Talks to programmers to explain software errors or to recommend changes to programs.
- May work as in-house consultant and research alternate approaches to existing software and hardware when standardized approaches cannot be applied.
- Tests software and hardware to evaluate ease of use and whether product will aid user in performing work.
- Write software and hardware evaluation and recommendations for management review.
- Write or revise user-training manuals and procedures.
- Develops training materials, such as exercises and visual displays.
- Train users on software and hardware on-site or in classroom, or recommend outside contractors to provide training.

HDA3

Years of Relevant Experience: 5 plus years field experience
Preferred Education: 4 year college degree in field of specialty
Role Description:
All roles specified in HDA 1 and 2 plus the following:

- Manage expectations at all levels: customers/end users, executive sponsors.
- Ensure quality standards are followed.
- Monitor the team's open backlog of support issues and re-assign issues as necessary to ensure they are closed per agreed upon service levels.
- Act as the escalation point for high priority support issues.
- Ability to make recommendations on policies on system use and services.

Help Desk Technician

This Helpdesk Technician works within the call center providing support to customers most commonly through inbound phone inquiries. Provides quality and efficient customer support via phone or remote assistance to assist in ensuring one-call issue resolution. Maintain productivity and quality standards, make recommendations to enhance the existing Call Center operations, act as liaison between the customer and other departments and systems. Conducts advanced troubleshooting of PC related issues, assisting with network related issues, installs, configures and upgrades operating system and application software. Provides support to the field technicians; developing and coordinating user training programs and documenting all processes and procedures.

HDT1

Years of Experience: 1 to 3 years field experience
Education: 2 year associates degree or equivalent technical study
Role Description:

- Read and comprehend technical service manuals and publications.
- Makes appropriate use of reference publications and diagnostic aids in resolving technical problems.
- Take active role in suggesting peripheral equipment.
- Detect and correct equipment errors.
- Prioritize and schedule own workload.
- Needs technical assistance on complex problems
- Provide accurate and complete answers to general use and administrative environment questions in a timely manner.
- Communicate accurate and useful status updates.
- Manage and report time spent on all work activities.
- Respond to requests for technical assistance in person, via phone, electronically.
- Provides desktop and laptop computer support.
- Updates computer virus software and operating systems. Assures automated updating procedures are in-place.
- Diagnose and resolve technical hardware and software issues.
- Research questions using available information resources.
- Advise user on appropriate action.
- Follow standard help desk procedures.
- Log all help desk interactions in work ticket tracking system.
- Administer help desk software.
- Redirect problems to appropriate resource.

- Identify and escalate situations requiring urgent attention.
- Track and route problems and requests and document resolutions.
- Stay current with system information, changes and updates.
- Follow quality standards.
- Participate in team projects that enhance the quality or efficiency of service
- Ability to work in a team environment.
- Complete assigned tasks.
- Strong communication skills; both written and spoken.

HDT2

Years of Experience: 3 to 5 years field experience
Education: 2 year college degree or equivalent technical study
Role Description:
All roles specified in HDS 1 plus the following:

- Knowledge of system relationships and telecommunications.
- Application of technical skill to a variety of equipment types.
- Anticipate and resolve issues specific to the team.
- Provide quality assurance support to Manager to ensure that minimum performance requirements are met for service requests and incident management, including verification that issues are documented appropriately in tickets.
- Perform ticket queue reviews to ensure all technicians are providing quality support as outlined by SOP and SLA guidelines.
- Keep all team members equally knowledgeable in troubleshooting specific incidents.
- Build knowledge base by managing the formulation of new documentation that describes technical fixes.
- Assist in the resolution of user and support issues to ensure timely distribution of knowledge and positive impact on user satisfaction.
- Take a leadership role in tracking and managing technical issues under help desk scope.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.
- Identify and track issues, risks and action items.

HDT3

Years of Experience: 5 plus years field experience
Education: 2 year college degree or equivalent technical study
Role Description:
All roles specified in HDS 2 plus the following:

- Manage expectations at all levels: customers/end users, executive sponsors.
- Ensure quality standards are followed.
- Ability to make recommendations on policies on system use and services.

Product Specialist

The Product Specialist is the expert for a technical development or execution environment product or set of products. The primary responsibility of a Product Specialist is to ensure the availability and facilitate the productive use of a product for Application Teams or end users. The Product Specialist may own part of a product, all of one, or several products depending on the nature of the product(s) and their use. The Product Specialist requires significant to expert experience and skills in the product supported. The Product Specialist will usually also have significant experience in the operating environment(s) (e.g., HP/UX, NT, MVS, etc) on which the product is implemented. The product specialist also requires significant knowledge of security and firewall areas. If the product is one that was internally developed, the supporting PS should also have most of the skills of a Programmer. The Product Specialist is responsible for collaborating with Technical Architecture Specialist, System Specialists, Programmers and vendors to ensure and enhance the use of the product and effect migration to new versions of a product.

PS1

Years of Relevant Experience: 1 to 2 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Make sound recommendations on functional and technical improvements to the product.
- Analyze the functional and technical impact of product planning decisions.
- Develop appropriate functional and usability standards for products.
- Track and document expected volume and type of use of the product.
- Participate in product design reviews to verify that design meets quality standards and functional/technical requirements.
- Perform impact analyses on production fixes and enhancements to establish priorities.

- Provide basic product support and provide accurate and complete answers to detailed product questions in a timely manner.
- Provide effective on-site product support as needed.
- Accurately sets severity of identified defects.
- Provide input to training and / or documentation materials regarding latest technical and functional design changes.
- Document all work for future reference.
- Review the system test approach and conditions used as the basis for detailed test scenarios.
- Follow quality standards.
- Analytical and customer service skills.
- Communicate accurate and useful status updates.
- Ability to work in a team environment
- Complete assigned tasks.
- Strong communication skills; both written and spoken

PS2

Years of Relevant Experience: 2 to 5 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in PS 1 plus the following:

- Actively contribute as an expert or actual designer.
- Coordinate product design reviews to verify that design meets quality standards and functional/technical requirements.
- Provide accurate estimates for design and programming efforts for system changes and enhancements.
- Design and provide input on product security and firewall issues.
- Coordinate enhancements to business and logical data models with data base administration to make the appropriate changes to the physical data model.
- Confirm that technical architecture will support all changes required by product enhancements.
- Effectively lead product tests and trials.
- Identify appropriate business examples to illustrate key concepts / features.
- Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application Team. Develop contingency plans as necessary.
- Apply specific expertise to ensure that products meet defined customer objectives.
- Anticipate and resolve issues specific to the team.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.
- Identify and track issues, risks and action items.

PS3

Years of Relevant Experience: 5 plus years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in PS 2 plus the following:

- Demonstrate expertise in teaching / conveying technical and / or functional courses / concepts.
- Develop appropriate work programs / budgets and use to effectively schedule tasks / assignments.
- Identify improvements to project standards to achieve high quality services / products.

Project Manager

The Project Manager directs, controls, administers, and regulates an enhancement or development program. The Project Manager is the individual ultimately responsible to the agency. The Project Manager's primary responsibility is to drive the entire effort from start to finish. The Project Manager must ensure that the program is completed on schedule, on budget, and that the final product meets the business, technical, and established quality requirements. The difference between a PM1, PM2, and PM3 will depend on the size of the project, and the breadth and scope of the project.

PM1

Years of Relevant Experience: 2 to 5 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Responsible for the development of estimates for the enhancement or development effort in planning, analysis, design, construction, testing, and implementation.
- Accountable for delivery of all work tasks identified in the program plan.
- Responsible for the capture and reporting of required program management metrics.

- Adjust and revise estimates when necessary.
- Ensure all changes to scope follow processes and are documented.
- Ensure new estimates are approved by the client and agreed upon.
- Adjust and revise estimates when necessary.
- Manage, and track the program progress against the program plan.
- Monitor project milestones and phases to ensure the project is on schedule. Take corrective actions if a project begins to slip its schedule.
- Prepares status reports on a periodic basis for program team, team leads, group leads, and Project Manager and appropriate stakeholders.
- Plan, organize, prioritize, and manage multiple work efforts across application teams.
- Develop the detailed program plan for the enhancement or development effort
- Accountable for the final program management evaluation review with stakeholders for approval upon program completion.
- Responsible to tailor and baseline all program templates.
- Accountable to schedule or monitor status reviews, peer reviews, program management inspections, and software quality assurance work product and process reviews with the appropriate designated resources.
- Notify team leads of project timelines, milestones, phases, work requests target dates, and approved executable work package.
- Communicate and work with users and client as necessary.
- Coordinate and present proposals to agencies as necessary.
- Analyze and distribute reports on program metrics associated with work items related to improvement measures.
- Ensure processes and activities are followed.

PM2

Years of Relevant Experience: 5 -7
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in PM 1 plus the following:

- Accountable for the approval and sign-off of the program plan with customer representatives, such as portfolio managers, and all affected program stakeholders.
- Accountable for management of scope for the program and gaining agreement and approval of scope changes with customer representatives and affected stakeholders.
- Build and maintain relationships with key stakeholders and customer representatives.
- Direct work planning and scheduling design work.
- Manage, and track the program progress against the program plan.
- Serve as the primary point of contact for all program-related issues and resolution of issues.
- Coordinate and present proposals to agencies as necessary.
- Identify and manage program risk and develops risk mitigation strategies, track to closure.
- Ensure team leads adjust and revise estimates when necessary.
- Anticipate issues and proactively address them. Resolve conflicts with sensitivity and tact.
- Coordinate the establishment of program standards and program specific procedures with team leads.
- Responsible for project compliance with standards and procedures.
- Responsible for the capture and reporting of required program management metrics.
- Responsible to tailor and baseline all program templates.
- Develop and facilitate achievement of program service commitments and performance metrics.
- Ensure that tasks provide value and support the strategic direction of the program and meet service commitments; conduct reviews with agencies.
- Accountable for the final program management evaluation review with stakeholders for approval upon program completion.
- Communicate effectively with customers and software / hardware suppliers supporting Commonwealth as appropriate.
- Identify and track issues.
- Balance workload with program members' capacity.
- Communicate to team members how their work assignments relate to and help achieve program objectives.
- Plan program specific training and orientation needs.

PM3

Years of Relevant Experience: 7 plus years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in PM 2 plus the following:

- Accountable for activities with excess delivery cycles of 8 to 12 months.

Programmer

The Programmer is responsible for analysis, design, coding, component and assembly testing, documentation and placing in production of all application code owned by the Application Team. Programmers typically are involved in maintenance (including production support), enhancement and development work. Programmers have a range of skills and knowledge of the technologies used and applications supported by the Application Team. The Programmer works with the Functional Architect, Team Lead and Technical Architecture Specialist on an as needed basis to ensure that design and code meets customer requirements. Programmers may schedule nightly jobs and may be responsible for job status monitoring and recovery.

PR1

Years of Relevant Experience: Less than 2 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
- Code enhancement and development programs and/or required fixes to production problems using the functional and technical programming standards.
- Test enhancement and development programs.
- Participate in structured code reviews / walkthroughs.
- Execute all required process steps.
- Create and provide content for operational documentation to Team Lead.
- Utilize configuration management tools, design tools, debugging tools, software code management tools and any other environment specific tools necessary to create, test, and implement an application.
- Research problems before approaching the Team Lead or Functional Architect for assistance.
- Limited functional knowledge.
- Follow quality standards.
- Support installation of application releases into production as directed.
- Communicate accurate and useful status updates.
- Ability to work in a team environment
- Complete assigned tasks.
- Strong communication skills; both written and spoken

PR2

Years of Relevant Experience: 2 to 5 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in PR 1 plus the following:
- Analyze and design enhancements, development programs, and/or required fixes to production problems.
- Design applications to functional and technical programming standards.
- Conduct structured walk-throughs
- Work with Functional Architects and Team Lead to gather and interpret user requirements into design specifications
- Develop system specifications and interfaces.
- Determine time estimates and schedule for work.
- Moderate functional and process knowledge
- Assist in managing and directing Application Team processes.
- Coordinate work with other software developers on Application Teams.
- Assist Team Lead or Test Team Lead in monitoring estimated-time-to-complete (ETC) and actuals for assigned tasks
- Develop application designs in support of the systems specifications and interfaces, perhaps in conjunction with application or technical architects.
- Operating System expertise sufficient to perform performance and tuning diagnostics.
- Work with users to ensure that solutions meet business requirements.
- Execution of all responsibilities with little direct supervision of Team Lead.
- Generally aware of new developments in industry and process and has ability to apply them to work as appropriate.
- Anticipate and resolve issues specific to the team.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.
- Identify and track issues, risks and action items.

PR3

Years of Relevant Experience: 5 plus years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

Appendix B

All roles specified in PR 2 plus the following:

- Plan all required process steps.
- Review and understand the Application Team's workplan.
- Provide status of work to Team Lead.
- Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application Team. Develop contingency plans as necessary.
- Engage in ongoing process improvement.
- Detailed functional and process knowledge.
- Utilize deep modeling, design and coding skills.
- Provide expertise in one or more database environments.

PR4

Years of Relevant Experience: 8 plus years
Preferred Education: 4 year college degree or equivalent technical study with advanced study preferred.
Role Description:
All roles specified in PR3 plus the following:

- Converts scientific, engineering, and other technical problem formulations to formats that can be processed by computer.
- Resolves symbolic formulations, prepares flowcharts and block diagrams, and encodes resultant equations for processing by applying extensive knowledge of branch of science, engineering, or advanced mathematics, such as differential equations or numerical analysis, and understanding of capabilities and limitations of computer.
- This is a professional level non-supervisory position which may require coordination of programming activities being conducted by the team
- Confers with other business and technical personnel to resolve problems of intent, inaccuracy, or feasibility of computer processing.
- Works with necessary personnel to determine if modifications are necessary with interested personnel to determine necessity for modifications or enhancements.
- Leverages excellent written and verbal communication skills to develop new business process and programming solutions as directed by business and technical stakeholders.
- May coordinate activities of computer programmers.

PR5

Years of Relevant Experience: 10 plus years
Preferred Education: 4 year college degree or equivalent technical study with advanced study preferred.
Role Description:
All roles specified in PR4 plus the following:

- Proven track record of hands-on technical design and code work within large complex systems.
- Proven hands-on technical work with a variety of technologies.
- Demonstrated technical expertise integrating a variety of diverse technical environments and cross-platform technologies.
- Proven experience mentoring and performing supervisory functions for technical teams.
- Ability to make best practice recommendations based on past work.
- Proven ability to present complex technical constructs to business and non-technical users.
- Proven ability to collaborate with business users, project managers and technical architects

Quality Assurance Specialist

The Quality Assurance Specialist (QAS) is responsible for the design, pilot, and implementation of the software quality assurance review processes. The QAS Specialist will work with Application Teams during pre and post assessment periods. The QAS Specialist reports to the Quality Assurance Team Lead. For each phase end review the Quality Assurance Specialist is responsible to plan, schedule, execute, and document findings of the review. Quality Assurance Specialists must have a detailed understanding of processes which support the software development lifecycle. The Quality Assurance Lead is responsible for communicating with sponsors/stakeholders regarding the progress of the quality approach and a summary of the metrics, as well as managing the Quality Assurance Specialists.

QAS1

Years of Relevant Experience: 3 years software development and testing
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Assist in software activities in defined span of control for the organization.
- Track and monitor process and work product improvement opportunities.

- Collect, review, and evaluate the project's required work products against standard work product templates.
- Verify that established measurement procedures are used and all required metrics are collected
- Respond to requests for information.
- Coordinate work with others on team and across teams
- Draft report of observations, minor and major non-compliance.
- Develop quality standards.
- Monitor progress of action item resolution activity and ensure appropriate internal stakeholders are aware of pending deadlines.
- Conduct training courses with project teams on software quality review process.
- Research problems before approaching Quality Assurance Lead for assistance.
- Communicate accurate and useful status updates.
- Manage and report time spent on all work activities.
- Follow quality standards.
- Ability to work in a team environment
- Complete assigned tasks.
- Strong communication skills; both written and spoken

QAS2

Years of Relevant Experience: 5 years software development, testing, and project management
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in QAS 1 plus the following:
- Conduct software quality phase end review activities (work product and process) for each software project and produce the required quality assurance reports, as specified in the project's quality assurance plan.
- Ensure the software development process followed by the project teams is compliant with approved tailored processes.
- Review and check project's software development activities and the associated internal tasks required by the agencies as employed by the project and specified in the project plan.
- Prepare preliminary software quality audit package for review before conduct of audit.
- Define quality standards.
- Monitor progress of action item resolution activity and ensure appropriate stakeholders are aware of pending deadlines.
- Assist in managing and improving quality assurance team processes.
- Review and understand project team work plan.
- Determine time estimates and schedule for software quality review work. Conduct reviews according to schedule.
- Organize and prepare work effectively to facilitate proactive resolution of problems, rather than reactive.
- Identify and track issues, risks and action items affecting own work and work of team.
- Report on progress of action item resolution and possible risk areas.
- Anticipate and resolve issues specific to the team.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.

QAS3

Years of Relevant Experience: 7 years software development, testing and project management
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in QAS 2 plus the following:
- Review project's required work products to ensure compliance with approved tailored procedures and standards.
- Review and check project's software development activities and the associated internal tasks required as employed by the project and specified in the project plan.
- Compare actual project procedures to the specified standards, procedures, and, if required, specific 3rd party contractual requirements.
- Perform detailed reviews of interim and final tasks as appropriate.
- Ensure process improvement opportunities are reviewed by appropriate contact to identify training needs of the organization.
- Perform or manage the required software quality phase end reviews of work product and process for each software project and produce the required software quality reports, as specified in the project's software quality plan.
- Develop, and manage short and long-term plans and schedules for organization wide software quality needs.
- Balance workload with team's capacity by managing the team's activities according to schedule and budgets.
- Coordinate and procure the required skills and techniques required.
- Obtain feedback from project teams regarding the overall effectiveness of processes and procedures – Forward to appropriate stakeholders and process owners.

- Provide feedback to project teams regarding process/procedure improvement opportunities and other potential areas for improvement discovered during software quality activities.
- Report all software quality-revealed non-compliance.
- Provide regular reports on the results of compliance reviews to the project team, project team leaders and management. Report on progress on action item resolution and possible risk areas.
- Anticipate and resolve issues dealing with software quality.
- Develop options and recommendations to assist teams in resolving issues.
- Ensure action items are addressed and closed based on agreed dates and activities.
- Ensure that defined processes are followed.
- Communicate related improvement measures to the project team.
- Obtain feedback from project teams regarding the overall effectiveness of software quality processes followed. Review with team and develop continuous improvement action plans. Report status to executive team.
- Communicate and work with customers and other personnel as necessary.
- Communicate clearly the team goals, organizational philosophies, and policies and procedures to the team.
- Communicate to team members the relationship between their work assignments and the team and project objectives.
- Lead efforts in developing and facilitating implementation of team goals and metrics.

Senior Business Subject Matter Expert

The Senior Business Subject Matter Expert (SME) brings proven experience from related businesses or organizations as well as system integration and technology experience. They consult with the client to define needs or problems, conduct research, perform studies and surveys to obtain data, and analyze problems to advise and make recommendations on business and technical solutions based on hands-on experience solving similar business problems. They are able to utilize knowledge of theory, principles, or technology of specific discipline or field of specialization.

SME1

Years of Relevant Experience: More than 10 years
Preferred Education: 4 year college degree in computer science or a related field with advanced study preferred; certifications specific to the field of project management.
Role Description:

- Consults with executive-level stakeholders to define business need or problem; conducts research, performs studies and surveys to obtain data; and analyzes problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.
- Requires knowledge in computer programming and other related technical fields as well as extensive experience in a particular business or industry subject matter.
- Conducts study or survey on need or problem to obtain data required for solution.
- Analyzes data to determine solution, such as installation of alternate methods and procedures, changes in processing methods and practices, modification of machines or equipment, or redesign of products or services.
- Advises client or department heads on alternate methods of solving need or problem, or recommends specific solution.
- Requires experience providing consulting services to governmental entities.
- May be designated according to field of business and technical specialization.

Senior Database Architect

The Senior Database Architect is responsible for designing, developing, and implementing infrastructure to provide highly-complex, reliable, and scalable databases to meet the organization's objectives and requirements. Database Architects are familiar with a variety of the database technologies, concepts, methodologies, practices, and procedures and rely on experience and judgment to plan and accomplish goals. Database Architects are able to perform a variety of complicated tasks with minimal or no direct supervision. They assist in defining system and application architecture and provide vision, problem anticipation, and problem solving ability to organization. They consult with the client to define needs or issues, conduct research, perform studies and surveys to obtain data, and analyze problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.

SDA1

Years of Relevant Experience: 8 plus years of database architecture experience
Preferred Education: 4 year college degree in computer science or related field with advanced study preferred.
Role Description:

- Possesses extensive knowledge of one or more database systems, and is capable of hands-on work in all phases of database design and management.

- Designs, develops, and implements infrastructure to provide highly-complex, reliable, and scalable database to meet the organization's objectives and requirements.
- Analyzes organization's business requirements for database design, and implements changes to database as required.

- Performs systems analysis on database, and resolves performance, capacity, and replication issues as necessary.
- Provides detailed design and specification documentation, including flowcharts, for all aspects of the database.
- Works with database analysts to develop methodologies, report views, queries, and table replications
- Ensures that all the data is in the proper format.
- Participates in the identification, prioritization, and development of technical initiatives and strategies.
- Develops and maintains database standards and naming conventions.
- Keeps up-to-date on emerging database architectures, technologies, and methodologies, and attends training classes as necessary.

Senior Project Manager

The Senior Project Manager is responsible for managing, coordinating, and establishing priorities for the complete life-cycle of projects including the planning, design, programming, testing, and implementation of business solutions designed to meet requirements of various departments in the company, such as distribution, finance, and manufacturing. Senior Project Managers are familiar with a variety of the project management methodologies and rely on experience and judgment to plan and accomplish goals. They have proven experience leading technology projects to successful implementation. They consult with the client to define needs or problems, conduct research, perform studies and surveys to obtain data, and analyze problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization.

SPM1

Years of Relevant Experience: More than 10 years
Preferred Education: 4 year college degree in computer science or a related field; certifications specific to the field of project management.
Role Description:
All roles specified in PM3 plus the following:

- Manages, coordinates, and establishes priorities for complete life-cycle of projects including the planning, design, programming, testing, and implementation of business solutions designed to meet requirements of various departments in the company, such as distribution, finance, and manufacturing.
- Designs project plans, which identify needs and define major tasks and milestones, based on scope, resources, budget, and personnel.
- Requires proven success communicating verbally and in writing to multiple project stakeholders internal and external to the organization.
- Determines project needs and acquires resources required for the success of the project.
- Coordinates the development of new systems and/or applications projects, the modification of existing systems or applications, or changes in current methods or techniques.
- Coordinates project performance with the other work of the affected department or departments.
- Excludes those who do not have full time responsibilities for project management.

Service Desk

The Service Desk Analyzes and troubleshoots computer support problems and applies his or her understanding of computer software and hardware products and services to resolve user problems.

SD2

Years of Relevant Experience: 0-3 years; A+ certification preferred
Preferred Education: Usually prefer two years of postsecondary training in field of specialty; may accept equivalent education and experience combined.
Role Description:

- Receives telephone calls and e-mails from users having problems using computer software and hardware or inquiring how to use specific software, programming languages, electronic mail, or operating systems.
- Ascertains the nature of problem, determine whether problem is caused by hardware such as modem, printer, cables, or telephone, and log in tracking system.
- Escalates problems in accordance with defined procedures.
- Assists users through problem solving steps
- Uses technical databases to research problems, and talk with co-workers to research problem and find solution.
- Tests software and hardware for troubleshooting and problem resolution.

- Provides service and preventive maintenance activities on element exchange/baseline products (products with element exchange service and traditional maintenance philosophies; i.e., terminals, printers, personal computers, etc.).
- Able to diagnose and detect correct equipment errors and repair products by replacing worn or broken parts, and making technical adjustments.
- Makes appropriate use of reference publications and diagnostic aids in resolving technical problems.
- Assists in coordination of changes, upgrades and new products, ensuring systems will operate correctly in current and future environment.
- Provides accurate and complete answers to general use and administrative environment questions in a timely manner.
- Supports shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors.
- Communicates accurate and useful status updates.
- Manages and report time spent on all work activities.
- Follows quality standards.
- Ability to work in a team environment
- Completes assigned tasks.
- Strong communication skills; both written and spoken

SD3

Years of Relevant Experience: More than 3 years; A+ certification preferred; additional certification may be required based on specific technologies.
Preferred Education: 4 year college degree or equivalent technical study; may accept equivalent education and experience combined.
Role Description:
All roles specified in SD2 plus the following:

- Tests software and hardware to evaluate ease of use and whether product will aid user in performing work.
- Writes or revise training manuals and procedures.
- Develops training materials, such as exercises and visual displays.
- Trains users on software and hardware on-site or in classroom, or recommend outside contractors to provide training.
- Writes software and hardware evaluation and recommendation for management review.
- Implements shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors.

Software Process Engineer

The Software Process Engineer is responsible for implementing and supporting a set of standard software engineering processes used by agencies. The Software Process Engineer participates in the entire life-cycle of software process improvement initiatives. This includes the planning, analysis, design, construction, testing, and implementation of new processes. The Software Process Engineer is responsible for identifying opportunities for improving existing processes and implementing appropriate solutions.
The Software Process Engineer is also responsible for supporting projects and individual Teams in the use and understanding of processes on an ongoing basis. The Software Process Engineer is responsible for collaborating with the Team Lead(s) and Project Managers to provide guidance to team members and facilitate continual software process improvement. The Software Process engineer must understand all aspects of the specific processes used by the Teams. The Software Process Engineer must also be familiar with industry process models and standards.

SPS1

Years of Relevant Experience: 3 years in Computer Software development
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Facilitate the implementation of standard software engineering processes.
- Identify software development process improvement opportunities either independently or through working with projects and teams.
- Assist in planning software process improvement initiatives.
- Direct and participate in teams working on the analysis, design, construction, testing, and implementation of new processes.
- Work with projects and teams to define the need for tailored processes and tools and assist in implementation, as appropriate.
- Provide ongoing support to projects and teams in the use and understanding of the software processes.
- Provide on-site support for teams on process related issues.
- Provide assistance to the Software Process Engineer Lead in planning and scheduling activities.
- Provide support in tracking and monitoring the success of process improvement initiatives.
- Monitor and solicit feedback on the usability and functionality of implemented processes.
- Communicate accurate and useful status updates.

- Manage and report time spent on all work activities.
- Follow quality standards.
- Ability to work in a team environment
- Complete assigned tasks.
- Strong communication skills; both written and spoken

SPS2

Years of Relevant Experience: 5 years in software development and testing
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in SPE 1 plus the following:

- Facilitate the implementation of standard software engineering processes across agencies.
- Determine time estimates and schedule for own work and resolve issues on a timely basis.
- Identify and track issues, risks and action items.
- Determine process to support various initiatives.
- Lead the development of content for process training and deliver process training as appropriate.
- Coordinate with various teams about process improvement opportunities.
- Anticipate and resolve issues specific to the team.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.
- Identify and track issues, risks and action items.

SPS3

Years of Relevant Experience: 7 years total experience; 5 years in software development and testing
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in SPE 2 plus the following:

- Organize and prepare work effectively to facilitate proactive resolution of problems.
- Anticipate and resolve issues on a timely basis.
- Communicate accurate and useful status as appropriate.
- Demonstrate and promote a focus on client service.
- Communicate effectively with suppliers as appropriate.
- Work with internal customers and others to identify direction of software process.
- Identify knowledge in a form that is reusable.

System Administrator

The System Administrator is responsible for server back up and security, along with performance tuning and capacity planning. System Administrators should possess an understanding of network, distributed computing concepts, firewalls, active directory, system security and server virtualization. This is accomplished by working with the Systems Management Team Lead to understand the scope of services to be provided and assessing the impact they will have on the technical infrastructure.

SA1

Years of Relevant Experience: Less than 2 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Familiarity with most basic system administrator tools and process; for example, can boot/shutdown a machine, add and remove user accounts, use back up programs, and maintain system database files.
- Maintain the project servers.
- Maintain the file and print capacity
- Ensures that backups are performed as appropriate.
- Act as a front-line interface to users.
- Accepts trouble reports and dispatch them to appropriate system administrators.
- Ability to write scripts in a particular administrative language.
- Programming experience with any applicable language.
- Communicate accurate and useful status updates.
- Manage and report time spent on all work activities.
- Follow quality standards.
- Ability to work in a team environment
- Complete assigned tasks.

Appendix B
- Strong communication skills; both written and spoken

SA2

Years of Relevant Experience: 2 to 4 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in SA 1 plus the following:
- Responsible for operating and other system software.
- Responsible for upgrading the operating and system software and keeping patches current.
- Familiarity with fundamental networking/distributed computing environment concepts.
- Ability to do minimal debugging and modification of programs.
- Execute the disaster recovery/back up procedures and archiving procedures.
- Manage security for servers.
- Responsible for performance tuning, capacity planning, database administration, and fault management.
- Knowledge of high availability system architecture and implementation
- Provide tier two support of the technical infrastructure.
- Coordinating efforts with vendors if tier three support is required.
- Responsible for ensuring high priority issues are resolved in a timely manner.
- Responsible for keeping the environment up and running.
- In many cases is responsible for identifying and reporting hardware problems.
- Capable of writing purchase justifications.
- Understands basic routing concepts.
- Identify and track issues, risks, and action items.
- Resolve and/or assist in resolving issues.
- Review, prioritize, and research service requests.
- Anticipate and resolve issues specific to the team.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.

SA3

Years of Relevant Experience: 4 plus years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in SA 3 plus the following:
- Solid understanding of networking/distributed computing environment concepts.
- Understands principles of routing client/server programming.
- Manage expectations at all levels: customers/end users, executive sponsors.
- Ensure quality standards are followed.
- Understand the business application of technical support and design in an application development environment.
- Work with the various Infrastructure teams and operations provider to identify the strategic direction of systems management activities.
- Understands the design of consistent network-wide file system layouts
- Maintain strong relationships with employees and various tier two and three support groups.
- Develop plans for disaster recovery/ back up and archiving.
- Manage the daily operations of the systems management team to ensure service levels are being met.
- Manage the systems management team's support issue and backlog.
- Monitor the team's open backlog of support issues and re-assign issues as necessary to ensure they are closed per agreed upon service levels.
- Act as the first level of escalation for high priority support issues.
- Function as the liaison to the various support groups with whom the systems management team interfaces.
- Develop the technical infrastructure maintenance strategy.
- Manage the system management resources.
- Act as a system's management expert.
- Analyze, determine, and document requirements in terms of system management needs and implement them.
- Identify, approve, and prioritize team projects.
- Manages a large site or network.
- Recommends policies on system use and services.

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System Specialist

The System Specialist is knowledgeable on the usage and support of a collection of development platforms or technical architectures, and products that run on those platforms. The primary responsibility of a System Specialist is to ensure the availability and facilitate the productive use of a development platform or a test environment for Application Teams or end users. The System Specialist may support one or several instances of a platform/environment, applying their skills directly to a platform/environment and/or leveraging their skills across multiple platforms/environment. The System Specialist may, especially for usage and support of a platform, be part of an Application Team using the architecture. The System Specialist requires experience and skills in the environment supported and in the operations and in common usage of products for the environment The System Specialist are responsible for collaborating with Technical Architecture Specialist, Functional Architects, Programmers and vendors to coordinate and enhance the use of the platform and facilitate migration to new versions of the platform.

SS1

Years of Relevant Experience: 1-3 years in desired environment
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
- Assist in coordination of testing changes, upgrades and new products, ensuring systems will operate correctly in current and future environment.
- Make recommendations on functional and technical improvements to the environment.
- Participate in performance and volume analysis and design.
- Participate in performance improvement activities. Identify and apply potential improvements related to the environment for an application.
- Provide accurate and complete answers to general use and environment questions in a timely manner.
- Provide effective on-site environment support as needed.
- Accurately set severity of identified defects.
- Provide input to training and/or documentation materials regarding latest technical and functional design changes.
- Ensure that all work is documented for future reference.
- Follow quality standards.
- Ensure effective and reliable backups are being performed and distributed properly.
- Proactively address customer needs.
- Track and anticipate volume and type of use of the environment.
- Plan and implement shared software, such as operating systems, configuration management tools, application and development tools, testing tools, compilers, and code editors.
- Basic scripting and programming skills, including languages that run on specified platform.
- Analytical and customer service skills.
- Communicate accurate and useful status updates.
- Ability to work in a team environment
- Complete assigned tasks.
- Strong communication skills; both written and spoken

SS2

Years of Relevant Experience: 3-5 years in desired environment
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in SS 1 plus the following:
- Plan and manage network operating system upgrades.
- Actively participate in analyzing and evaluating emerging software and hardware technologies/standards.
- Serve as a liaison between teams for network planning and connectivity.
- Develop appropriate functional and usability standards for the environments.
- Plan or assist in planning network environment, including supporting existing structure and enhancements.
- Plan and coordinate testing changes, upgrades and new and standard products, ensuring systems will operate correctly in current and future environment.
- Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application or Environment team. Develop contingency plans as necessary.
- Analyze the functional and/or technical impact of new product releases.
- Advanced scripting and programming skills, including languages that run on specified platform.
- Anticipate and resolve issues specific to the team.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.
- Identify and track issues, risks and action items.

SS3

Years of Relevant Experience: 5 plus years in desired environment
Preferred Education: 4 year college degree or equivalent technical study
Role Description: All roles specified in SS 2 plus the following:

- Identify opportunities for new and improved technologies/standards to be used in the organization.
- Identify, plan, and implement phase-out strategies for products and technologies.
- Plan and coordinate testing changes, upgrades and new products, ensuring systems will operate correctly in current and future environment.
- Demonstrate expertise in teaching/conveying technical courses/concepts.
- Assist in setting architecture direction and knowledge sharing.
- Plan, organize, prioritize, and manage multiple work efforts the Application or Environment Teams.
- Develop appropriate work programs and use to effectively schedule tasks/assignments.

Team Lead

The Team Lead manages an Application Team to deliver services according to defined service level commitments owned by the Application Team. The Team Lead coordinates resources and work to deliver solutions to customers on time and within budget. The Team Lead is assigned responsibility and accountability for overseeing the successful completion of all work assigned to the Application Team. The Team Lead is a process expert within the Application Team, understanding the software development / maintenance processes and verifying process conformance. The Team Lead will monitor stability of production applications owned by the Application Team. The Team Lead assists Application Team members in development activities and reviews tasks as required. The Team Lead manages and updates progress towards Application Team objectives, assists Application Team members in resolving problems, and engages in personnel management and guidance to Application Team members. The Team Lead fosters a positive work environment by mentoring, supporting, and committing to the professional development of Application Team members. The Team Lead reports to the Group Lead or Project Manager, as appropriate. The difference between a TL1 and a TL2 will depend on the size of the project, and the breadth and scope of the project.

TL1

Years of Relevant Experience: 4 to 5 years, and 1 to 2 years project management experience.
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Monitor stability of production applications owned by Application Team.
- Prepare estimates for maintenance and enhancement of existing applications and development of new applications.
- Perform detailed reviews of interim and final tasks as appropriate.
- Process work requests; review, prioritize, and package.
- Manage and review tasks of suppliers and other interfaces to the Application Team.
- Conduct structured walk-throughs or inspections; manage issues to closure.
- Develop and manage short and long-term plans and schedules.
- Direct the development of accurate estimates for Application Team activities as required.
- Balance workload with Application Teams capacity by managing the Application Teams activities according to schedule.
- Manage the accomplishment of delivery metrics to support contractual obligations in the areas of service delivery and on time performance commitments and productivity improvement.
- Ensure work remains within the agreed scope.
- Track workplan baseline against results.
- Coordinate / communicate with Group Leads and / or Project Manager to ensure initiatives are in accordance with agreed customer commitments as planned.
- Proactively identify and manage issues/risks affecting the project.
- Communicate accurate and useful status to Group Lead and other management on a timely basis.
- Identify and initiate continuous improvements.
- Instill commitment to quality, customer service, ownership, and teamwork.
- Conduct post project wrap-ups.
- Monitor and measure maintenance and development process effectiveness.
- Ensure that defined processes are followed.
- Manage expectations of the Application Teams internal and external customers.
- Facilitate communication and knowledge sharing within the Application Teams.
- Maintain awareness of new developments in industry and processes and apply as appropriate.
- Develop and deepen understanding of system business requirements supported by the Application Team.
- Communicate clearly the Application Team goals, organizational philosophies, and policies and procedures to the Application Teams.

- Conduct structured walk-throughs or inspections; manage issues to closure.
- Communicate clearly the Application Team goals, organizational philosophies, and policies and procedures to the Application Teams.

TL2

Years of Relevant Experience: 5 plus years, and 2 to 3 years project management experience
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in TL 1 plus the following:

- Manage the resolution of high severity production problems.
- Manage and direct Application Team activities employing appropriate program management and planning principles.
- Coordinate work with other Team Leads as appropriate.
- Coordinate and procure the required skills and techniques required by the Application Team.

Technical Architecture Specialist

The Technical Architecture Specialist is the technical expert centered on a technology, technologies or a portfolio of applications. The Technical Architecture Specialist is the technologist who coordinates with other parties in setting the technical approach and direction and implementation for work. The Technical Architecture Specialist provides technical design expertise, defines what technical requirements are needed to support defined business requirements, participates in detailed design and code reviews, reviews system performance issues, reviews test plans, and provides technical guidance to the Application Team and Test Team members. The Technical Architecture Specialist is responsible for collaborating with the Team Lead(s) to coordinate project schedules, budgets, request management, and work authorization. The expert level Technical Architecture Specialist will interface with Executive Sponsors, Group Leads, and Lead Functional Architects to convey infrastructure requirements, plan, and schedule deployment of tasks, and resolve any issues that impact the deployment of the Application Delivery systems.

TAS1

Years of Relevant Experience: 1 to 2 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Define test plans and criteria for acceptance for the technical components of an application.
- Ensure business requirements are supported by the technical architecture.
- Assist in leading technical direction of software; coordinating and presenting proposals to Group Leads, Leads, and the client.
- Define and evaluate logical and physical data models.
- Assist in development of overall system technical architecture – including software and hardware.
- Define test plans and criteria for acceptance for the technical components of an application.
- Analyze, determine, and document technical requirements and change request impact analysis.
- Participate in detailed design and product test execution as required.
- Develop technical programming standards.
- Ensure business requirements are supported by the technical architecture.
- Conduct structured walk-throughs or inspections for technical areas; resolve issues.
- Assist in defining technical programming standards.
- Communicate accurate and useful status updates.
- Manage and report time spent on all work activities.
- Follow quality standards.
- Ability to work in a team environment
- Complete assigned tasks.
- Strong communication skills; both written and spoken

TAS2

Years of Relevant Experience: 2 to 5 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in TAS 1 plus the following:

- Develop overall system technical architecture - including software and hardware.
- Perform review of technical designs, code, and component test plans.
- Resolve and / or assist in resolving cross application technical issues.
- Conduct structured walk-throughs or inspections for technical areas; resolve issues.
- Anticipate and resolve issues specific to the team.

- Determine time estimates and schedule for own work and resolve issues in a timely manner.
- Identify and track issues, risks and action items.

TAS3

Years of Relevant Experience: 5 plus years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in TAS 2 plus the following:

- Ensure consistency and completeness across data models.
- Plan and deliver development architecture environments in coordination with the Environmental Support Specialist.
- Assist in managing and directing team's technical architecture processes.
- Provide assistance in scheduling design work for Lead Technical Architecture Specialist.
- Develop and document expert practices/ standards.
- Possesses strong analysis, presentation, documentation and quality assurance skills.
- Analyze, determine, and document technical requirements and impact analysis for technical and development architectures.
- Explain defect priorities and enhancement classifications to client and customer when needed.
- Maintain awareness of new technological developments in industry and processes - implement concepts appropriately.
- Lead or participate in setting the service levels for the application.
- Define overall system logical architecture.
- Provide standard, well-structured work planning which defines scope, resources, milestones, quality, risk, tasks, and acceptance criteria.
- Prepare contingencies, scenarios, scenario plans and action items to resolve issues.
- Lead efforts in providing technical expertise, guidance, and training to the Application and Test Teams.

TAS4

Years of Relevant Experience: 5 plus years, and 1 to 2 years project management experience
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in TAS 3 plus the following:

- Communicate effectively with IT staff, client organization and software / hardware suppliers.
- Lead efforts in designing technical strategy, direction and approach, technical architecture, data architecture, development architecture, performance tuning, performance and capacity analysis, technical standards, technical reliability and flexibility.
- Design and define overall system technical architecture - including software and hardware within the framework and constraints of technical architecture.
- Evaluate alternative designs.
- Maintain control of specific tools and assets.
- Own the technical architecture for a portfolio of applications, including the interpretation and application of the technical architecture.
- Plan, design development and/or execution of architectures. Participate in the plan and design of technical architecture.
- Assist with the preparation of estimates for new technology applications and maintenance of existing applications as part of Service Management.
- Provide experience in utilizing the project architecture. Acknowledged as highly competent in one or more technologies.
- Communicate accurate and useful status reports and other management on a timely basis.
- Coordinate and conduct project architecture, infrastructure review meetings, and portfolio review meetings with Group Lead, Lead Functional Architects, and Team Leads. Integrate issues and identify impacts.
- Communicate and resolve application interface issues.
- Communicate to team members the relations between their work assignments and the organizational and/ or program strategy, objectives, business and technology needs of the application / system.
- Share knowledge across teams with both similar and non-similar applications, specifically focusing on Technical Architecture
- Interpret and communicate technical architecture to the Technology Application Architecture Team (s).

Technical Writer

The Technical Writer develops and maintains user and technical documentation and project process documentation for Application Teams. Technical Writer understands the user's view of applications and /or technology and is able to put procedures in a logical sequence. The experienced Technical Writer provides expertise on technical concepts of applications and/or user groups and structuring procedures in a logical sequence, due to a broad understanding of the applications within their Tower.

Appendix B

TW1

Years of Relevant Experience: 1 to 3 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Develop, enhance, and maintain user documentation for multiple applications including documentation required for the operations provider.
- Develop on-line source documentation as appropriate.
- Maintain documentation libraries and subscription lists.
- Identify, create, revise, and maintain documentation and templates needed by the Application Teams.
- Ensure appropriate control access/use of documentation materials.
- Maintain application and user documentation.
- Ensure messages and terminology is consistent across all written materials.
- Research and complete documentation service requests.
- Communicate and work with customers and other Client Telecommunications personnel as necessary.
- Work with Application Team members to enhance their understanding of end-user and technical documentation.
- Communicate accurate and useful status updates.
- Manage and report time spent on all work activities.
- Follow quality standards.
- Ability to work in a team environment
- Complete assigned tasks.
- Strong communication skills; both written and spoken

TW2

Years of Relevant Experience: 3 to 5 years.
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in TW 1 plus the following:

- Review and prioritize documentation service requests.
- Determine procedures for use of on-line documentation tools and version control documentation as appropriate.
- Assist or guide other Technical Writer as needed to develop and maintain user and technical documentation for their assigned applications.
- Educate both business and technical groups on the essential need for developing and using standard documentation for all processes.
- Organize and prepare work effectively to facilitate proactive resolution of problems, rather than reactive.
- Research problems before approaching Lead Technical Writer or Team Lead for assistance.
- Assist the Application Team Lead in monitoring budget by providing estimated-time-to-complete and actuals for assigned tasks.
- Identify and make recommendations around documentation and templates needed by the Application Teams.
- Work with users and other Commonwealth personnel to ensure that the solutions meet Commonwealth business requirements.
- Identify and initiate continuous improvement opportunities.
- Direct the development of accurate estimates for documentation requests/activities as required
- Develop options and recommendations to assist documentation team members in resolving issues.
- Lead efforts in developing and facilitating implementation of the Documentation team goals and metrics.
- Develop workable, practical, measurable work plans defining activities, schedules and tasks with Team Leads and the Lead Technical Writer
- Review and understand the Application Teams workplan.
- Anticipate and resolve issues specific to the team.
- Determine time estimates and schedule for own work and resolve issues in a timely manner.
- Identify and track issues, risks and action items.

TW3

Years of Relevant Experience: 5 plus years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in TW 2 plus the following:

- Review and approve procedures for use of on-line documentation tools as appropriate.
- Identify business and technical documentation needs not currently addressed.
- Manage Technical Writer.
- Own documentation libraries and subscription lists.

- Promote the need for developing and using standard documentation for all processes within the organization.
- Perform detailed reviews of interim and final tasks as appropriate.
- Oversee processing of service requests.
- Manage, deploy, and schedule Technical Writer activities.
- Develop and manage short and long-term documentation plans and schedules.
- Understand work requests/needs within Application Teams
- Manage the accomplishment of delivery metrics in support of contractual obligations in the areas of service delivery, on time performance.
- Work with Team Leads and Group Leads to set documentation goals.
- Ensure work remains within the agreed project scope.
- Coordinate work with other Lead Technical Writers as appropriate.
- Coordinate and procure the required skills and techniques required by the Application Teams for documentation needs.
- Communicate accurate and useful status reports to Group Lead and other management on a timely basis.
- Anticipate, identify, track and resolve issues and risks affecting own work and work of the Application Team. Develop contingency plans as necessary.
- Manage expectations of the Technical Writers' internal and external customers.
- Define documentation quality standards as needed.
- Conduct post project reviews and quality assessments.
- Ensure that defined processes are followed.
- Communicate related improvement measures to the team.
- Communicate clearly to Technical Writers their goals, organizational philosophies, and policies and procedures.

Telecom Engineer

The Telecom Engineer configures and installs hardware, wiring, and specialized equipment according to local building and electrical codes. The Telecom Engineer may also be responsible for the end-to-end installation of cable, wiring, and related equipment. The Telecom Engineer typically works closely with facilities/construction managers and site-based project managers. The Telecom Engineer should be able to accurately estimate the time and materials needed for tasks assigned. It is not uncommon for the Telecom Engineer to supervise a team of people and coordinate activities with other construction teams.

TE1

Years of Relevant Experience: 0 to 2 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
- Ensures proper connectivity from site-to-site and internal to facility.
- Experience with CAT5, Romex, and similar cables/wiring.
- Pulls cable and ensure adherence to all building codes.
- Escalates construction and installation problems to the construction/integration manager, as needed.
- Prepares all job-related paperwork.
- Closes out work authorization when equipment is in service.

TE2

Years of Relevant Experience: 2 to 5 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in TE1 plus the following:
- Inspects customer premises to ascertain available space for equipment installation
- Determines the type and quantity of equipment that can be installed to provide requested communication facilities.

- Creates floor plan of equipment arrangement for customer or architect approval.
- Prepares cost estimate for equipment and installation and submit data to management for authorization to proceed.

- Orders equipment and prepare installation specifications.
- Monitors progress of installation to ensure facilities are ready on specified date.

TE3

Years of Relevant Experience: 5 plus years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

Appendix B

All roles specified in TE2 plus the following:

- Leads full integration teams and interact with large infrastructure teams.
- Acts as telecommunications interface to outside vendors and construction manager.
- Directs activities related to the selection and installation of telephone facilities and special equipment on premises to meet customer's communication requirements.

Tester

The Tester is a member of a team which plans, constructs, and executes product tests, system tests, unit tests, load tests, volume tests, network tests as well as works with others for release control processes. The more experienced Tester manages, plans, constructs, and executes tests and integrates with release control process. Testers have or gain significant business application knowledge.

Test1

Years of Relevant Experience: Less than 2 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Creates test models for product test and release control (plans, data, and scripts).
- Conducts structured walk-throughs
- Executes assembly or product tests.
- Meets time estimates for assigned tasks.
- Communicates accurate and useful status updates.
- Follows quality standards.
- Ability to work in a team environment
- Completes assigned tasks.
- Develops contingency plans as needed
- Strong communication skills; both written and spoken

Test2

Years of Relevant Experience: 2 to 4 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in Test 1 plus the following:

- Defines product test plans and criteria for acceptance.
- Develops understanding of system business requirements supported by the Test team
- Develops, updates, and maintains testing standards and procedures.
- Resolves testing process questions / issues.
- Assists in the planning, creation, and control of the test environments.
- Conducts inspections; resolve issues.
- Coordinates and executes assembly or product tests with the Test Team, Application Team and the Project Manager.
- Assists Team Lead or Test Team Lead in monitoring estimated-time-to-complete (ETC) and actuals for assigned tasks.
- Works with Test Team members to enhance their testing skills and build technical and business knowledge.
- Updates and tests release installation procedures.
- Aware of new developments in industry and processes and ability to apply to work as appropriate.
- Determines time estimates and schedule for work efforts.
- Defines and utilizes entry / exit criteria for testing.
- Schedules the design of structured walk-throughs or inspections; resolve issues.
- Works with users to ensure that solutions meet business requirements.
- Anticipates and resolves issues specific to the team.
- Determines time estimates and schedule for own work and resolve issues in a timely manner.
- Identifies and tracks issues, risks and action items.

Test3

Years of Relevant Experience: 4 plus years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in Test 2 plus the following:

- Reviews and understands the Test Team work plan.
- Assists in managing and directing Test Team processes.

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- Anticipates, identifies, tracks, and resolves issues and risks affecting own work and work of the Test and/or Application Teams. Develop contingency plans as necessary.
- Researches problems before approaching the Team Lead or Test Team Lead for assistance.
- Assists or guide Testers as needed.
- Develops understanding of system business requirements supported by the Test team
- Assists Application Teams to plan and execute component and assembly tests.
- Participates in assembly or product test execution as required.

Test4

Years of Relevant Experience: 5 plus years, and at least 1 year project management experience
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in Test 3 plus the following:

- Leads all efforts relating to testing and/ or coordination of release control efforts.
- Plans and reviews test models for product test and release control (plans, data, and scripts).
- Plans product test with Functional Team Leads, team members, and the Project Manager.
- Acts as primary point of contact for testing facilitators, executors, and validators.
- Defines test plans and criteria for acceptance.
- Coordinates the development, updating, and maintenance of testing standards and procedures.
- Approves Entry/Exit criteria to be used.
- Manages and directs the Test Team's tasks and processes by balancing team capacity and schedule.
- Directs work planning and the development of accurate estimates for Test Team activities as required.
- Ensures that test design remains within project scope.
- Communicates accurate and useful status reports to Group Lead and other management on a timely basis.
- Develops options and recommendations to assist Test Team members in resolving issues.
- Communicates effectively with customers and software / hardware suppliers supporting the State as appropriate.
- Conducts post project reviews and quality assessments.
- Defines testing quality standards as needed.
- Ensures that defined processes are followed.
- Leads efforts in developing and facilitating implementation of the Test Team goals and metrics.

Voice/Data Engineer

The Voice/Data Engineer directs and participates in all activities related to the selection and installation of telephone facilities and special on-premises equipment that will meet the customer's communication requirements. The Voice/Data Engineer is responsible for all technology and connectivity involving telecommunications and data networks. The Voice/Data Engineer will typically specialize in telephony and data interfaces and systems that have proprietary functions within the communications area of a corporation/business. General wiring excluded, the Voice/Data Engineer ensures that any specialized conduit or wiring is properly deployed and installed according to code. The Voice/Data Engineer is also an expert in audio/visual, teleconferencing, and voice mail equipment. Often times, the Voice/Data Engineer is specialized or is certified in a particular piece of equipment.

VDE1

Years of Relevant Experience: 0 to 2 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:

- Ensures proper connectivity of voice and data services and technologies.
- Interacts and work with Telecom Engineer, Integration Engineer, or Project Manager.
- Prepares all job-related paperwork
- Closes out work authorization when equipment is in service.

VDE2

Years of Relevant Experience: 2 to 5 years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in VDE1 plus the following:

- Prepares equipment floor plan for customer or architect approval.
- Determines telephone, data services/components, and audio visual equipment placement within facility.
- Acts as installer of equipment for data/voice or Audio visual use.
- Installs, tests, configures, and trains users on products and equipment.

- Supports systems and products associated with telecommunications/telephone and data within a facility or department.

VDE3   54

Years of Relevant Experience: 5 plus years
Preferred Education: 4 year college degree or equivalent technical study
Role Description:
All roles specified in VDE2 plus the following:

- Familiar with at least one type of equipment or service that is highly specialized.
- Prepares cost estimate for equipment and installation and submit data to management for authorization to proceed with job.

- Orders equipment and prepare installation specification.
- Monitors installation progress to ensure that the facilities are ready on projected date.
- Leads a team of installers and junior Voice/Data Engineers.

Appendix C – Vendor Network and Contract Utilization
Maine IT Staff Augmentation Services Vendor Dashboard
All Requirements Released Between January 1, 2011 and December 31, 2011 (Includes Named Resources)

Vendor	Candidate Submittals	Unique Cand.	% Against Total Submittals	3 Day Window	% Against Total Submittals	Total Forwarded	% Against Total Submittals	Engagements	% Against Forwarded
Cape Code, Inc.	79	60	76%	73	92%	35	44%	17	49%
Computer Aid, Inc.	46	34	74%	35	76%	19	41%	10	53%
Randstad Technologies	29	23	79%	28	97%	15	52%	10	67%
Professional Technology Integration, Inc.	157	104	66%	115	73%	22	14%	9	41%
Atlantic Staffing, LLC.	48	31	65%	38	79%	13	27%	7	54%
TechnoDyne LLC (NO LONGER IN NETWORK)	77	72	94%	72	94%	23	30%	6	26%
Compunnel Software Group, Inc.	65	47	72%	46	71%	15	23%	6	40%
Compass Systems & Programming, Inc.	10	5	50%	8	80%	7	70%	6	86%
Keane, Inc.	7	6	86%	7	100%	6	86%	5	83%
Integrity Consulting, LLC	43	33	77%	40	93%	10	23%	4	40%
Focused HR Solutions, LLC	34	30	88%	26	76%	13	38%	4	31%
Ohm Systems, Inc.	18	16	89%	16	89%	5	28%	4	80%
MISI Company, Ltd.	10	9	90%	9	90%	5	50%	4	80%
Software People Inc	76	69	91%	59	78%	23	30%	3	13%
Quantum Information Systems, Inc	32	29	91%	26	81%	7	22%	3	43%
Alfa GL Inc	7	5	71%	4	57%	5	71%	3	60%
Complete Computer Services	7	3	43%	3	43%	4	57%	3	75%
Chandra Technologies, Inc.	98	89	91%	79	81%	10	10%	2	20%
iBusiness Solution, LLC	97	88	91%	79	81%	22	23%	2	9%
TechDrive, Inc	57	54	95%	51	89%	9	16%	2	22%
Millennium Software, Inc.	52	33	63%	46	88%	4	8%	2	50%
Acclaim Systems, Inc.	44	44	100%	41	93%	20	45%	2	10%
Cogent Infotech Corporation	23	22	96%	18	78%	5	22%	2	40%
DatamanUSA, LLC	20	20	100%	17	85%	4	20%	2	50%
vTech Solution Inc	17	15	88%	14	82%	4	24%	2	50%
INFOOBJECTS INC.	10	7	70%	8	80%	4	40%	2	50%

Appendix C

Vendor	Candidate Submittals	Unique Cand.	% Against Total Submittals	3 Day Window	% Against Total Submittals	Total Forwarded	% Against Total Submittals	Engagements	% Against Forwarded
Maine Computer Consulting	5	1	20%	4	80%	2	40%	2	100%
My GOTO IT Guys, Inc	2	2	100%	2	100%	2	100%	2	100%
Primasoft Inc	2	1	50%	2	100%	2	100%	2	100%
22nd Century Technologies Inc.	54	51	94%	47	87%	4	7%	1	25%
SysMind LLC	46	39	85%	43	93%	9	20%	1	11%
RCG Global Services, Inc	39	38	97%	28	72%	1	3%	1	100%
Synerfac Technical Staffing	16	13	81%	14	88%	3	19%	1	33%
Saransh Inc	13	13	100%	13	100%	2	15%	1	50%
Software Galaxy Systems L.L.C	11	11	100%	8	73%	2	18%	1	50.%
CST2000, LLC	7	6	86%	6	86%	2	29%	1	50%
IT Cats, LLC dba Infoway Software	6	5	83%	4	67%	2	33%	1	50%
American Professionals Inc	5	4	80%	4	80%	1	20%	1	100%
Drew Moore LLC	2	2	100%	1	50%	1	50%	1	100%
Pennant Systems, Inc.	2	1	50%	2	100%	1	50%	1	100%
Decision Dynamics, Inc.	1	1	100%	1	100%	1	100%	1	100%
Protech Solutions, Inc.	1	1	100%	0	0%	1	100%	1	100%
Sage Group Consulting Inc	56	53	95%	50	89%	9	16%	0	0%
V Group, Inc.	46	41	89%	35	76%	4	9%	0	0%
International Projects Consultancy Services, Inc.	42	38	90%	28	67%	5	12%	0	0%
NovaLink Solutions LLC	41	39	95%	24	59%	0	0%	0	0%
Integrated Technology Services Inc	40	28	70%	33	83%	4	10%	0	0%
CNC Consulting, Inc.	35	8	23%	34	97%	0	0%	0	0%
Softpath System, LLC	29	28	97%	20	69%	4	14%	0	0%
ConnectTheDots Staffing, LLC	28	23	82%	22	79%	3	11%	0	0%
Software Transformations, Inc	26	21	81%	22	85%	0	0%	0	0%
Broad Crossing Inc.	23	20	87%	22	96%	5	22%	0	0%
iConnect Group dba ICG Services LLC	23	22	96%	19	83%	0	0%	0	0%
Spruce Technology Inc	19	19	100%	15	79%	5	26%	0	0%

Vendor	Candidate Submittals	Unique Cand.	% Against Total Submittals	3 Day Window	% Against Total Submittals	Total Forwarded	% Against Total Submittals	Engagements	% Against Forwarded
COOLSOFT LLC	18	18	100%	13	72%	1	6%	0	0%
Pro Search, Inc.	18	17	94%	15	83%	1	6%	0	0%
md2 systems, Inc.	16	15	94%	15	94%	1	6%	0	0%
cyberThink	13	13	100%	10	77%	2	15%	0	0%
Technofina Services Inc	12	12	100%	6	50%	0	0%	0	0%
GeBBS Software International	11	10	91%	6	55%	0	0%	0	0%
Lightning Minds Inc	11	11	100%	9	82%	0	0%	0	0%
Pali Solutions, Inc	11	8	73%	7	64%	1	9%	0	0%
SunTechPros, Inc.	10	10	100%	10	100%	1	10%	0	0%
Object Data, Inc.	9	9	100%	5	56%	0	0%	0	0%
Auriga Consulting Services Inc	7	5	71%	7	100%	0	0%	0	0%
Saras America Inc.	7	7	100%	3	43%	0	0%	0	0%
Wits Solutions Inc	7	6	86%	6	86%	2	29%	0	0%
Abacus Management Services, LLC	6	6	100%	6	100%	1	17%	0	0%
Ajasa Technologies, Inc.	6	6	100%	5	83%	0	0%	0	0%
Mansai Corporation	6	6	100%	5	83%	0	0%	0	0%
Master Informatix Systems, Inc.	6	3	50%	6	100%	0	0%	0	0%
North Point IT Corp	6	6	100%	5	83%	0	0%	0	0%
AimTech Solutions, Inc.	5	3	60%	5	100%	0	0%	0	0%
Data Inc	5	4	80%	5	100%	1	20%	0	0%
SoftSol Technologies, Inc	5	5	100%	5	100%	0	0%	0	0%
A & A Search LLC	4	4	100%	2	50%	1	25%	0	0%
Aequor Technologies Inc.	4	4	100%	3	75%	0	0%	0	0%
Comtech, LLC	4	4	100%	2	50%	1	25%	0	0%
Delasoft Inc	4	3	75%	4	100%	0	0%	0	0%
Global Nest	4	3	75%	4	100%	0	0%	0	0%
InterBase Corporation	4	4	100%	4	100%	0	0%	0	0%
IPC Technologies	4	4	100%	4	100%	0	0%	0	0%
Managed Staffing Inc	4	4	100%	3	75%	2	50%	0	0%
Msys Inc	4	3	75%	2	50%	0	0%	0	0%
USM Business Systems, Inc	4	4	100%	3	75%	0	0%	0	0%
Advanced Technology	3	3	100%	1	33%	1	33%	0	0%

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Solutions, Inc

Vendor	Candidate Submittals	Unique Cand.	% Against Total Submittals	3 Day Window	% Against Total Submittals	Total Forwarded	% Against Total Submittals	Engagements	% Against Forwarded
Dominion Tek, Inc.	3	3	100%	3	100%	2	67%	0	0%
Pebble Logic, Inc.	3	3	100%	3	100%	0	0%	0	0%
Questa Technology Inc	3	3	100%	1	33%	1	33%	0	0%
SA Technologies Inc	3	3	100%	3	100%	0	0%	0	0%
Sai Strategic Solutions, Inc.	3	3	100%	2	67%	0	0%	0	0%
VersaTech Consulting, Inc	3	2	67%	3	100%	0	0%	0	0%
Agneto Inc.	2	2	100%	1	50%	0	0%	0	0%
BT Consulting, LLC	2	1	50%	1	50%	1	50%	0	0%
Gateway Solutions Inc	2	2	100%	2	100%	0	0%	0	0%
Ivory Systems, Inc.	2	2	100%	0	0%	0	0%	0	0%
RLT Technologies Inc	2	1	50%	2	100%	1	50%	0	0%
Romack Staffing International, Ltd.	2	2	100%	0	0%	0	0%	0	0%
ABBTECH Professional Resources, Inc.	1	1	100%	1	100%	1	100%	0	0%
ASAITECH INC	1	1	100%	0	0%	0	0%	0	0%
Capb Infotek LLC	1	1	100%	1	100%	0	0%	0	0%
Collasys LLC	1	1	100%	1	100%	0	0%	0	0%
Computer Consultants International, Inc.	1	1	100%	0	0%	0	0%	0	0%
CORE Education and Consulting Solutions Inc.	1	1	100%	1	100%	1	100%	0	0%
CYRET TECHNOLOGIES INC	1	1	100%	1	100%	0	0%	0	0%
Drivestream, Inc.	1	1	100%	1	100%	1	100%	0	0%
EcomNets, Inc	1	1	100%	0	0%	0	0%	0	0%
Enterprise Consulting Services Inc	1	1	100%	1	100%	0	0%	0	0%
eSystems Inc	1	1	100%	1	100%	0	0%	0	0%
Genome International Corporation	1	1	100%	1	100%	0	0%	0	0%
Horizon Softech Inc	1	1	100%	1	100%	0	0%	0	0%
IDC Technologies Inc.	1	1	100%	1	100%	0	0%	0	0%
Imetris Corporation	1	1	100%	1	100%	0	0%	0	0%
Infojini, Inc	1	1	100%	1	100%	0	0%	0	0%
Integrated Resources, Inc	1	1	100%	1	100%	1	100%	0	0%

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Vendor	Candidate Submittals	Unique Cand.	% Against Total Submittals	3 Day Window	% Against Total Submittals	Total Forwarded	% Against Total Submittals	Engagements	% Against Forwarded
Makro Technologies, Inc.	1	1	100%	1	100%	0	0%	0	0%
Mekaza, Inc	1	1	100%	0	0%	0	0%	0	0%
National Computer Systems	1	1	100%	1	100%	1	100%	0	0%
Netrocon Systems LLC	1	1	100%	1	100%	0	0%	0	0%
Param Software Corporation	1	1	100%	1	100%	0	0%	0	0%
PeopleCorp America Inc.	1	1	100%	1	100%	0	0%	0	0%
RadGov, Inc.	1	1	100%	1	100%	0	0%	0	0%
Rapid Global Business Solutions, Inc	1	1	100%	0	0%	0	0%	0	0%
RCM Technologies, Inc.	1	1	100%	1	100%	0	0%	0	0%
Solomons International LLC	1	1	100%	1	100%	0	0%	0	0%
Srave Systems Corp	1	1	100%	1	100%	0	0%	0	0%
Adaequare Inc	0								
Alpha Consulting Corp.	0								
Amzur Technologies, Inc.	0								
Apollo Professional Solutions Inc	0								
Ardent Technologies, Inc.	0								
Atlantian, Inc	0								
Avani Technology Solutions Inc.	0								
Avatar Inc	0								
Beacon Systems, Inc.	0								
BizTek People, Inc.	0								
BRANCORE TECHNOLOGIES, LLC	0								
Bright IT Services, LLC	0								
Chicago Systems Group, Inc.	0								
Computech Corporation	0								
Consult 2 Hire, LLC	0								
Consultant4less	0								
CyberTech Systems & Software Inc	0								
David Martin Associates LLC	0								

Doon Technologies, Inc.	0								
ECLARO	0								
Elegant Enterprise-Wide Solutions, Inc.	0								
GENESYS Consulting Services, Inc.	0								
Hanusoft, Inc.	0								
Hire IT People, LLC	0								
HuMetis Technologies Inc	0								
ICONMA, LLC	0								
iFuturistics Inc	0								
INEK TECHNOLOGIES LLC	0								
InfoPro Systems Inc.	0								
IT Consulting Services Inc	0								
Ken Systems, Inc.	0								
Lighthouse Solutions Inc	0								
Logic House Ltd.	0								
M3Q Consulting	0								
Marathon Temps Tyngsboro Inc.	0								
Marvel Infotech, Inc	0								
Mason Associates, Inc.	0								
Meridian Partners	0								
National Computer Services, Inc.	0								
NCS Technologies, Inc.	0								
Nebula Software Systems Inc.	0								
Peak Systems Inc.	0								
PearlSoft solutions Inc.	0								
PeopleSERVE, Inc.	0								
Prequel Solutions, LLC	0								
R A S HEALTH CARE LLC	0								
Ramsoft Systems Inc.	0								
Red Salsa Technologies, Inc.	0								
RESOURCE LOGISTICS,INC.	0								
Rogue Technologies Integration	0								

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SancroSoft USA Inc	0								
SanVista, Inc	0								
Saxon Global Inc	0								
Sherwood Consulting, DBA Base36	0								
Silicon Alley Group	0								
SOLUTIONS RESOURCE, LLC.	0								
Strategic Systems, Inc	0								
Sulaan Solutions, Inc.	0								
Sunrise Systems, Inc.	0								
SUNSOFT SERVICES INC	0								
SynergySoft, Inc.	0								
Systel Inc.	0								
Talentbeat Inc.	0								
TalentBurst	0								
Tammina Solutions LLC	0								
Technology Staffing Resources, Inc	0								
Tekniligenz Inc	0								
The Ascendant Group, LLC	0								
The FootBridge Companies	0								
Tri-Force Consulting Services, Inc.	0								
Universal Consulting Partners Inc	0								
US Tech Solutions	0								
Vidiyal Consulting Services LLC	0								
VitalPro Corporation	0								
VLS IT Consulting Inc	0								
Waltech Inc.	0								
Xylo Technologies Inc	0								
Zenosys LLC	0								
Zolon Tech, Inc.	0								
Total	**2,079**	**1,752**	**84.27%**	**1,691**	**81.34%**	**410**	**19.72%**	**141**	**34.39%**

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Timesheet Hours and Spend for All Resources By Job Title for January 1, 2011 - December 31, 2011		
Job Title	Timesheet Hours	Spend
Business Analyst/BA2	2,417	$110,124
Business Analyst/BA3	571	$27,235
Client Technologies Specialist/CTS1	6,628	$201,118
Client Technologies Specialist/CTS2	1,089	$38,855
Configuration Mgmt Specialist/CMS1	1,432	$68,754
Data Architect/DA1	1,618	$116,547
Data Entry Operator/DE2	19,356	$314,729
Database Administrator/DBA2	563	$29,221
Database Administrator/DBA3	5,023	$349,763
Database Administrator/DBA4	888	$64,327
Functional Architect/FA1	1,108	$46,590
Functional Architect/FA2	1,452	$73,647
Functional Architect/FA4	2,631	$192,265
Help Desk Analyst/HDA1	585	$17,477
Help Desk Analyst/HDA2	1,189	$39,957
Junior Architect/JAR1	2,021	$183,268
Product Specialist/PS3	1,766	$111,851
Project Manager/PM1	2,778	$133,759
Project Manager/PM2	2,712	$165,300
Project Manager/PM3	4,931	$357,869
Programmer/PR2	4,589	$201,375
Programmer/PR3	9,847	$565,393
Programmer/PR4	19,698	$1,302,817
Programmer/PR5	3,724	$282,936
Quality Assurance Specialist/QAS1	1,052	$40,272
Senior Architect/SAR1	5,040	$510,794
Senior Business SME/SME1	1,077	$97,193
Senior Database Architect/SDA1	1,416	$115,149
Senior Project Manager/SPM1	4,909	$530,429
System Administrator/SA3	494	$31,795
Team Lead/TL2	658	$43,842
Technical Writer/TW2	2,426	$77,171
Technical Writer/TW3	3,054	$112,579
Tester/TEST2	2,329	$103,424
Tester/TEST4	7,038	$382,160
Totals	**128,106**	**$7,039,983**

Appendix D – Requirement Workflow and Agency Internal Workflow

Agency Requirement Fulfillment Workflow Diagram

Vendor Network

2. Supplier network reviews and submits candidates

11. Supplier provides hiring details to candidate

SOM

1. Onsite manager works with the hiring manager to identify requirements. On-site manager enters requirements into VMS tool and releases

3. MSP receives candidates submitted by supplier network

4. On-site manager identifies resume matches, screens and shortlists candidates

7. On-site manager coordinates interview with hiring manager and candidates

10. On-site manager notifies supplier of hiring details

12. On-site manger facilitates on-boarding process with hiring manager and selected candidate

14. On-site manager works with hiring manger to evaluate candidate's performance at the first five (5) days of engagement

MSP

Hiring managers may communicate with supplier network in the event there are questions from the supplier network about the requirement

5. Hiring manager reviews resumes and selects candidates to interview

6. Hiring manager notifies on-site manager of candidate selection

8. Hiring manager conducts interviews

9. Hiring manager selects and provides hiring details to the onsite manager

13. Candidate begins work

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Appendix E – Service Level Agreement (SLA)

Service Level Agreement (SLA)	MSP Goal	Description	Calculation	Target
Requisition Confirmation Response Time	6 business hours	Time for onsite manager or designee to respond to hiring manager request for new requirement or engagement extension: 8-5 local time	Number of NE* requirements drafted with 6 hr or less response time/Total number of NE requirements drafted	90.0% or higher
Normal Resume Submittal Response Time	4 business days	Measures average response time from release of requirement to the network to hiring manager's receipt of first round of 3 screened candidate resumes	Number of NE requisitions which received first round of resumes for review within 4 business days/ total number of NE requisitions.	90.0% or higher
Normal Round 1 Fill Rate	N/A	Measures contractor's ability to satisfactorily fulfill requisitions within first round of resumes submitted to requestor (normal requisitions).	Total number of NE engagements resulting from the first round of resumes / total number of NE engagements.	80.0% or higher
Urgent Resume Submittal Response Time	2 business days	Measures average response time from release of requirement to the network to hiring manager's receipt of first round of 3 screened candidate resumes - an urgent requirement is needed in less than 10 business days	Number of NE URGENT requisitions that received first batch of resumes for review within 2 business days / total number of NE URGENT requisitions.	92.0% or higher
Urgent Round 1 Fill Rate	N/A	Measures contractor's ability to fulfill requisitions within first round of resumes submitted to requestor (URGENT requisitions).	Total number of NE URGENT filled positions resulting from the first round of resumes / total number of NE requisitions filled.	90.0% or higher
Attrition Rate	N/A	Measures resource turnover due to unplanned situations that are not caused by the State, not including inadequate performance, death, serious illness, etc. Applicable situations include resource leaving for another position.	Number of unplanned turnovers from NE engagements / total number of NE engagements.	7.0% or lower
Performance Removal	N/A	Measures resource turnover due to inadequate resource performance.	Number of turnovers from NE engagements (due to inadequate performance) / total number of NE engagements.	5.0% or lower
Opportunity to the Network	N/A	Measure of how many resource resumes, provided to the State after requisition, are from the contractor's supplier network.	Total number of resumes provided to the State from supplier resource pools / total number of resumes provided to the State.	90.0% or higher
Usage of the Network	N/A	Measure of how many supplier resources are selected by the State.	Number of supplier resources selected within period / total number of resources selected within period.	90.0% or higher

*All SLAs are measured against non-exempt (NE) requirements or engagements. Exempt requirements and engagements include those for named resources, those drafted before the end of the "grace period", and other similar situations. The Department reserves the right to define a requirement as exempt or non-exempt, at its sole discretion. No exempt requirements or engagements are to be included in the SLA calculations.

The Department will provide a 90 day grace period (which begins at contract implementation or "go live") during which time any requirement requested, drafted, or created, or the resulting engagement will not be subject to the SLAs (exempt). Thereafter all requirements and engagements will be subject to the SLAs (non-exempt), except for requirements where the resource is identified outside of the normal candidate sourcing process (a "named" resource). Resources who were sourced through the normal process but are working on subsequent multiple engagements will be subject to the SLAs applicable, namely the attrition and performance removal SLAs.

All SLAs will be reviewed quarterly, unless any single SLA fails the target, whereupon monthly review will be implemented. The MSP will be given 3 months after the date of the quarterly review to show improvement in the SLA that failed. If the SLA is not met after three months, financial penalties will be assessed by the Department. An amount equal to 0.5% of the subsequent month's invoiced total will be due to the Department within 30 days of the end of the month or last billing cycle in the month. Financial penalties will continue to be due monthly until improvement is shown. If the SLA has not passed the target percentage in six months from the date of the first quarterly review, the financial penalty will be increased to 1.0% of each month's invoiced total. If after nine months the SLA is not met, the financial penalty of 1% will continue and the Department will assess the entire program to determine, at its sole discretion, whether the contract should be terminated for cause.

Appendix F – Cost Proposal

Please fill out the attached MS Excel file, print and insert (or copy and paste) here with your hardcopy proposal. Do not alter the layout, formulas, or any other aspect of the file. Please also include the completed MS Excel file with your electronic submission.